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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Items for Decision

5.2 Executive Limitations

5.2.2 EL-11 Entrepreneurial Activity – Interpretations Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity

Description:

Attached for their regular assessment are my interpretations for policy EL-11.

I am not recommending any changes to my interpretations since the Board last reviewed them. Please find attached a version that tracks only the recommended policy addition aforementioned.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-11 Entrepreneurial Activity as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 11 Entrepreneurial Activity

Report Date: 02.12.24

Note: Board Policy is indicated in bold typeface throughout the report.

POLICY STATEMENT: When engaging in entrepreneurial activities the President shall not engage in such activities that is/are inconsistent with the ENDS of the Board.

INTERPRETATION:

I interpret this broad policy statement to require the CEO to ensure that a congruency exists between the Board's current ENDS policy statements and any undertaken partnerships, practices, or other arrangements, and further that such practices are consistent with those practices of the community college mission. I further interpret "entrepreneurial activities" to represent those activities that are new, financially risky, and significantly tangential to the traditional functions and practices of a community college.

This interpretation is reasonable because it is consistent with the practices of community colleges nationally.

Further, without limiting the scope of the above statement by the following list, the President shall not:

- 1. Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.**

INTERPRETATION:

I interpret entrepreneurial activities as existing in two categories, Revenue-Enhancement and Mission-Support, which are defined as follows:

Revenue-Enhancement Activities – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e. Pre-baccalaureate/Transfer Education, Professional Trades/Career Education, and Community Services), and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the College; and

Mission-Support Activities – Undertaking pursuits that are aligned with the aforementioned tri-fold mission of the College, and assist in the achievement of its

mission and, by extension, Board ENDS. These activities may include grant-funded opportunities and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- b) All Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;
- c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- d) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is budgeting for the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5 years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader and as a member of the League for Innovation, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- **Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

INTERPRETATION:

Compliance will be demonstrated when:

- a. All undertaken entrepreneurial activities are consistent with the criteria listed in policy.
- b. At least one of the six aforementioned thresholds are achieved and documented.

This interpretation is reasonable because the Board has identified specific criteria to be met and the criteria will provide explicit demonstration of compliance with the criteria.

3. **Enter into any grant funding arrangement that does not support the achievement of the ENDS or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.**

INTERPRETATION:

Compliance will be demonstrated when:

- a. When grant activities reveal a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

This interpretation is reasonable insofar as grant applications disclose possible benefits that would accrue to the grant, if awarded, as well as any institutional match requirement. Indeed, most grants require that the College provide a narrative as to the need for the grant, use of funds, institutional goal for the grant, and plans for sustainability after the grant concludes.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

5.0 Items for Decision

5.3 Distinguished Service Award Recipient Decision

BOARD POLICY: EXECUTIVE LIMITATIONS – Communication & Support to the Board

Description:

Following the introduction of this topic at last month's Board meeting, I request any recommendations, and final approval of the Board's Distinguished Service Award recipient for 2024. Enclosed is a list of prior year recipients, as well as bios of the current year nominees, as a reference for you.

As also noted at last month's Board meeting, upon retirement of Trustees, they are advanced for automatic recognition for Distinguished Service. Thusly, former Trustee Sam Barnes, who retired from the Board in 2023, would be automatically recognized this year.

In the instance of a Trustee retiree, two Distinguished Service Awards may be given in the same year. Prior to this Board meeting, those being considered for the second award include:

- Frank Dick
- Martha Petry
- Phil Moilanen
- Ric Walton

Resource Impact:

None

Requested Board Action:

Discussion of and decision for the 2024 Distinguished Service Award recipient.

Frank Dick

**2023 Distinguished Service Award Nomination
Posthumous Biographical Sketch**

Frank Dick was a philanthropist, educator, veteran, and former President of the Gleaner Life Insurance Society. He passed away on Sep. 5, 2022 at the age of 96.

Frank served in the United States Army Infantry in the Battle of the Bulge in World War II for which he was awarded the Purple Heart, Bronze Star, and 80th Blue Ridge Combat Infantry Badge. After his military service, he earned Bachelor of Science and Master of Science Degrees from Bowling Green State University and has been bestowed with honorary degrees bestowed upon him include a Doctor of Education from the University of Findlay, Doctor of Public Service from Bowling Green State University, and Doctor of Community Service from Adrian College.

At the age of twenty-one, Frank was elected to serve as the Mayor of Jerry City, Ohio; the youngest mayor in the state. At 23, he held his first Superintendent position at Portage Township Schools (1950-1953). He would go on to serve as Superintendent of several other Ohio schools, including Pandora-Gilboa (1953-1957), Sylvania City (1957-1965), and Toledo City (1965-1978). He was hired by the Gleaner Life Insurance Society in 1978, elected as President of the Society the following year, and remained so until his retirement in 2000, at which time he remained Gleaner Life's Chairman Emeritus until the title was retired in 2021. His tenure included the move of the Society's home office to its current location in Adrian, MI in 1981.

In addition to his role at the Gleaner Life Insurance Society, Frank held several leadership positions with community service organizations including serving as the President of the Greater Toledo Educational Television Foundation, Lenawee United Way, and Channel 30; Director of Sylvania Savings Bank; and serving as a board member for the Adrian College Board of Trustees, American Association of School Administrators Foundation, Bowling Green State University Foundation, Jackson Community College, Lenawee Health Alliance, Lenawee Economic Development Corporation, Lenawee County Chamber Foundation, Michigan Association of School Boards Foundation for Educational Leadership, Pro Medica Hospital System Investment Committee, Pro Medica North Region Board of Directors, and the Toledo Public Schools Foundation. Frank was also an active member of the First United Methodist Church of Adrian, 40 & 8 Veterans, the Lenawee Chamber of Commerce, Adrian Rotary Club, American Legion, Disabled American Veterans, Veterans of Foreign Wars, and Am Vets.

Frank was married to his wife, Shirley Dick (nee Garns), for more than 63 years prior to her death in 2010. He is survived by their daughter, Reide Garnett. Frank and Shirley endowed several charitable funds and scholarships including the Frank and Shirley Dick Scholarship Fund and the Frank and Shirley Dick Academic Success and Community Service Award at Adrian College.

Philip Moilanen

**2023 Distinguished Service Award Nomination
Biographical Sketch**

Philip currently serves as the Summit Township Treasurer and Legal Counsel for the Jackson College Foundation Board of Directors while maintaining his legal practice in Jackson, Michigan. He also serves as a current member of the Greater Jackson Chamber of Commerce's Board of Governors, a Director of the Jackson Symphony Orchestra Association, an Ambassador for the American Cancer Society Cancer Action Network, and a member of the Dahlem Environmental Education Center, the Ella Sharp Museum of Art and History, the State Bar of Michigan's Unauthorized Practice of Law Committee, the Nominating Chair for the Rotary Club of Jackson, Director Emeritus of disability Connection, Inc., and a Patron Fellow of the Michigan State Bar Foundation.

Philip earned his Bachelor of the Arts (with Honors) from Michigan State University and his Juris Doctor from the University of Michigan Law School. His practice works in all areas except criminal law and divorce but offers expertise in subject areas such as business litigation, business planning, non-profits, contracts, probate and estate planning, and wills & trusts.

Philip began his legal career as a member of Bullen, Moilanen, Klaasen & Swan, P.C. representing international photo trade associations prior to the industry's shift to digital images in 2014 and coordinated legal teams internationally for his clients. Phil has published numerous articles and a book on legal issues impacting the photo industry and spoke at trade conferences for more than three decades. His work has previously been honored and recognized in both industry and service- the American Cancer Society National Division Award (1987), designated a Paul Harris Fellow by the Rotary Foundation of Rotary International (1987), Rotarian of the Year – Rotary Club of Jackson (1999), Distinguished Service Award – Photo Marketing Association International; (2003), the Rotary International District 6360 Service Award (2006), and the Empowering Life Award from disability Connections, Inc (2009).

Martha Petry

2023 Distinguished Service Award Nomination

Biographical Sketch

Martha Petry is a Professor Emeritus of Humanities, Phi Theta Kappa Honor Society Advisor, and Chair of the American Honors Faculty Advisory Council at Jackson College and the current Secretary for the Jackson College Foundation Board of Directors. Previously, Martha was an Assistant Professor of English and Dance at Adrian College and a Professor of Dance for the SEEKS (Sustaining the Environment with Education, Knowledge, and Service) program at the college.

Martha has taught to dual-enrolled high school students, traditional and non-traditional students at Jackson College as well as to inmates through CEP. She earned her Bachelor of Arts from the College of St. Teresa and Masters of Creative Writing from Eastern Michigan University.

Martha's teaching and service has been recognized many times through out her career; with highlights including the Central Michigan University Recognition Award for Outstanding Service in Education of Students (1995), Michigan Campus Compact-Service Learning Award (2004), National Institute for Staff and Organization Development (2008), the J. Ward Preston Outstanding Faculty Award at Jackson Community College (2011), Phi Theta Kappa Parnell Scholar (2012), Phi Theta Kappa Faculty Scholar Award (2012, 2013), Phi Theta Kappa Distinguished Advisor Award (2015), and Phi Theta Kappa Continued Excellence Advisor (2018).

Eric “Ric” B. Walton
2023 Distinguished Service Award Nomination
Biographical Sketch

Ric Walton is the CEO and Owner of the Walton Insurance Group in Jackson, MI and a Certified Insurance Counselor & Licensed Insurance Counselor specializing in Property & Casualty; Life, Health & Accident insurance.

Ric currently serves as a Board Member for the Enterprise Group of Jackson, OSB Community Bank, United Way of Jackson, the Jackson Community Foundation, Citizens Insurance’s Advisory Board, and Premco and has previously served on the Boards for the Ella Sharp Museum and the Jackson Chamber of Commerce.

Beyond serving on boards, Ric has also been active with the John George Home, AWARE shelter, and community reading programs. He recently presided on the capital campaign committee for the new Jackson YMCA facility. He also founded the Walton Annual Christmas Walk-Through in 2003 and the Walton Insurance Group Charity Fund to support those in need in the Jackson community.

Ric has also encouraged others to serve and support local organization by frequent guest appearances on JTV and co-hosting WKHM’s Good Morning Greater Jackson for more than 20 years. Employees at Walton Insurance Group are encouraged to sit on local boards and foundations as well as volunteer or nominate local organizations for the company’s quarterly featured charity.

AWARD FOR DISTINGUISHED SERVICE**June 13, 1966**

Edward O. Marsh
(Posthumous)

John George (D)
Harold Steele (D)
Justin R. Whiting (D)
Norman E. Leslie (D)
Harvey T. Woodfield (D)
Jay F. Clark (D)
George L. Greenawalt (D)
Harold R. Leslie (D)
Ralph D. McLeary (D)
Frederick A. Probert (D)
J. Sterling Wickwire (D)

June 12, 1967

Ray W. Herrick (D)
Lyle A. Tarrant (D)
W. Keith McNally (D)
Frank J. Dove (D)

June 9, 1969

James P. Graham (D)
Bert H. Walker (D)
Florence Jack Price (D)
Dr. William N. Atkinson (D)
Leona Atkinson (D)

May 10, 1971

Alphonse H. Aymond (D)
Leo J. Brannick (D)
J. Ward Preston (D)
Wilferd P. Rayner (D)
Harry G. Ziegler (D)

May 8, 1972

James N. Folks (D)
Theron B. (Rollo) Sims (D)
William J. Jefferson (D)

March 12, 1973

Elwin T. Ruffner (D)
Louis H. Leggett (D)
Kae Marcoux (D)
Rep. Hal Ziegler (D)

1974

None

April 30, 1975

Yulah Barnes (D)
Charles O. Conrad (D)
William J. Ogden (D)
Louise Riggs (D)

April 28, 1976

Anthony P. Hurst
Dr. William M. Lannik (D)
Arthur T. Dolan (D)

April 29, 1977

Ruth M. Day (D)
Betty L. Giguere/Desbiens
Harold Rosier (D)
Waunetta Rosier (D)

November 23, 1977

Al Cotton (D)

April 27, 1978

Robert E. Snyder (D)
E. Dean Edwards (D)
Richard Cowley (D)

May 2, 1979

J. C. Drake (D)
Marvin Raguse (D)
Hugh D. Federer (D)
Edwin C. Hetherwick (D)

April 30, 1980

John V. Kopplin (D)
Richard C. Deming (D)

1981

Harold Sheffer (D)

1982

None

1983

Maxwell E. Brail (D)

Richard Firestone	(D)	<u>1997</u>	
Donald P. Troyer	(D)	Mark K. Rosenfeld	
<u>1984</u>		<u>1998</u>	
Terry McLaughlin	(D)	Lawrence L. Bullen	
		George Raven	(D)
<u>1985</u>		Barbara Raven	(D)
John Selby	(D)	<u>1999</u>	
Walter Berlet	(D)	Michael Baughman	(D)
Myrna Berlet	(D)	Victor Cuiss	(D)
<u>1986</u>		<u>2000</u>	
Anthony Consolino	(D)	Clyde E. LeTarte	(D)
Rep. Michael Griffin			
<u>1987</u>		<u>2001</u>	
Rep. Phil Hoffman		None	
<u>1988</u>		<u>2002</u>	
M. P. (Pat) Patten	(D)	Rick Davies	
<u>1989</u>		<u>2003</u>	
Betsy W. Dolan	(D)	Bill Sigmand	(D)
John Dabbert	(D)	Jerry Kratz	(Posthumously)
		Fred Slete	
<u>1990</u>		<u>2004</u>	
William Maher	(D)	Georgia Fojtasek	
<u>1991</u>		<u>2005</u>	
Lois Franklin	(D)	John Crist	
Myer Franklin	(D)		
Howard Patch			
<u>1992</u>		<u>2006</u>	
Bernard H. Levy		Dale Smith	(D)
<u>1993</u>		<u>2007</u>	
<u>1994</u>		George Potter	
Betsy W. Dolan	(D)		
<u>1995</u>		<u>2008</u>	
Robert L. Johnson		R. Dale Moretz	
Jacqueline Dulworth (Posthumous)		Charles E. Anderson	
Frank Meyers	(D)		
<u>1996</u>		<u>2009</u>	
Dr. Roderick D. Riggs	(D)	Dennis DaPra	

Tony Dungy
Dr. Harish Rawal

2010

Rep Mike Simpson (Posthumously)

2011

Henry C. Zavislak

2012

Senator Mike Nofs

2013

Representative John Walsh

2014

Karen Dunigan (Posthumously)

2015

Reverend Frank Hampton (D)

2016

Christine Medlar

2017

Karen Hawley
Bart Hawley

2018

Kirk Mercer

2019

Senator Mike Shirkey

2020

Evelyne Jones
Dr. Albert Krieger

2021

Greg O'Connor

2022

Leland Bassett

2023

Dr. Edward Mathein
Ronald L. Douglass



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024</p>

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>	
5.0	Items for Decision
5.4	Crockett Award Recipient Decision*
<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board	
Description:	
<p>This time has been set aside to allow for consideration of the Foundations nominee for the Board's Ethelene Jones-Crockett Award for 2024.</p> <p>Enclosed is a nomination letter for Mayor Daniel J. Mahoney, along with a list of prior year recipients and the award criteria as a reference for you.</p>	
Resource Impact:	
None	
Requested Board Action:	
Discussion of and decision for the 2024 Ethelene Jones-Crocket Award Recipient.	
Action Taken:	

February 8, 2024

Dr. Daniel J. Phelan, President
Jackson College
2111 Emmons Road
Jackson, MI 49201

Dear Dr. Phelan:

Following the January 2024 Board Meeting and subsequent consideration, the Jackson College Foundation Board of Directors approved the nomination of Mayor Daniel J. Mahoney as the 2024 recipient of the Dr. Ethelene Jones Crockett Distinguished Alumni Award.

Mayor Daniel J. Mahoney, a Jackson native, most recently graduated from Jackson College in 2022, attended Eastern Michigan University for Business majoring in Entrepreneurship and Communications, and graduated from Jackson High School in 2000.

Recently, Daniel was reelected to a second three-year term as mayor of the City of Jackson. He also is a Case Manager for Access for All, a pre-apprenticeship readiness program. Formerly, Daniel worked at Jackson College as the African American Affinity Liaison and prior to that worked in the wireless technology industry for 20 years in several capacities.

Mahoney has been a community leader in Jackson for over a decade making his initial mark on Jackson's southside 12 years ago founding the city's largest backpack giveaway "The Jackson Back 2 School Bash," serving over 500 kids yearly with backpacks, school supplies, lunch and more. He commits his life to public service and began the non-profit organization Many Hands Community Services in 2019. The nonprofit facilitates the Back 2 School Bash, the African American Family Summit, and the new Business Incubator program named *The Launchpad*.

Mahoney is a proud member of Alpha Phi Alpha Fraternity, Inc. and a subscribing lifetime member of the NAACP. He also has served as president of the Jackson County Branch NAACP, chair of the Economic Development Committee, membership chair, chair of the Street Renaming Committee, graduate of the NAACP NextGen Program, and 2020 graduate of the Professional Development Academy's High Performance Leadership program and co-founder/co-chair of the Racing 4 Equity group, to name some of his organizational engagements. His work with the NAACP and the

JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

George Page, Chairperson • Tony Baker, Vice Chair • Jason Covalle, Treasurer • John L. Globoker, Assistant Treasurer • Dale A. Robert, Secretary
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Rick S. Martoia • Dr. George E. Potter • Zoe M. Wilcox

nonprofit sector solidified to him that his life mission is to serve others. He described himself as a politician who has an activist spirit inside of him.

Mahoney proudly served as a Jackson County Commissioner, representing the 7th District. He also serves or has served on several boards and commissions in his official capacity locally, statewide, and nationwide including Lifeways Board of Directors, Community Action Agency Board of Directors, Jackson County Landbank Authority, Jackson County Fair Board Vice Chair, Chairman of the Health and Human Services Committee, a former member of the Michigan Association of Counties Health and Human Services Committee and Judicial Committee, the National Association of Counties Michigan Regional Coordinator and Telecommunications Committee Vice Chair, Vice Chair of Michigan Works Consortium Board, member of the FEMA Board, the City of Jackson's Equity Commission, and the MLK Corridor Authority.

Mahoney first met his wife, Semaj, at a recording studio, where she was singing, and he was rapping over 20 years ago. The couple shares five daughters, Calvena, Sophia, Olivia, Cecilia, and Ila who are the owners of their own business, Sister Smoothies. They attend Paragon Charter School. The family is a member of the United People Community Church.

The Mahoney family has a deep love and full commitment to Jackson and desires for all citizens of Jackson to prosper and succeed in all ways.

The Foundation Board of Directors heartily recommend Mayor Daniel J. Mahoney for the 2024 Dr. Ethelene Jones Crockett Distinguished Alumni Award and desire that this nomination be ratified by the Board of Trustees at their February 12, 2024 meeting.

Warm regards,

A handwritten signature in cursive script that reads "Julie Hand".

Julie R. Hand
Chief Advancement Officer

Dr. Ethelene Jones Crockett Distinguished Alumni Award



Dr. Ethelene Jones Crockett attended Jackson High School and graduated from Jackson Junior College in 1934. Dr. Crockett was director of the Crittenton Hospital clinics, headed the health care committee of New Detroit, Inc. and organized neighborhood health programs. As Michigan's first female African American obstetrician/gynecologist, Dr. Crockett received the Detroit Medical Society's "Physician of the Year" award. She served on the boards of the Michigan Cancer Foundation, United Community Services and received the "Howardite of the Year" award from Howard University, which she attended after medical studies at the University of Michigan. Dr. Crockett was the first woman to serve as president of the American Lung Association and she presented the Christmas Seal Campaign to President Jimmy Carter on behalf of the American Lung Association in November 1978.

Dr. Crockett was the keynote speaker during our 1972 commencement program. She passed away in 1979, but her achievements serve as a positive example to our College community.

CRITERIA FOR NOMINATIONS FOR THE DISTINGUISHED ALUMNI AWARD

- The recipient shall be a person who has attended JJC, JCC or JC, preferably having received a degree from the College.
- The individual shall display positive personal involvement for the betterment of mankind with his/her community, state, nation or world.
- The individual should have on-going contact with the College, but particularly have shown professional or a vocational growth that exhibits values and standards learned at JJC, JCC or JC.

RECIPIENTS OF ETHELENE JONES CROCKETT DISTINGUISHED ALUMNI SERVICE AWARD

1979	Capt. Robert F. Freitag
1980	Dr. Victor E. Linden
1981	James Ward Preston
1982	Mary E. Clark
1983	Dr. F. Jane Cotton
1984	Dr. Fred VanWagnen
1985	Robert A. Whiting
1986	Jeannette R. Hatt
1987	Maxwell E. Brail
1988	Carole J. Schwinn
1989	Richard B. Firestone
1990	Shirley E. Zeller
1991	Wilbur L. Dungy, Ph.D.
1992	James A. McDivitt, General (Ret.)
1993	Howard C. Woods, Sr.
1994	Dr. Edward Mathein
1995	Arthur E. Ellis
1996	Michael Johnson
1997	Jack C. Curtis
1998	Diana L. Midgley
1999	Tony Streiff
2000	Victor S. Cuiss
2001	Carl English
2002	Dr. Pearl Lee Walker
2003	Dr. G. Watterson
2004	Robert Thomas
2005	Brian Walker
2006	Fredrick L. Davies
2007	Dave Richmond
2008	Len Greihs
2009	Tom Draper
2010	Larry Bullen
2011	William Maher
2012	Leland Bassett
2013	Dr. Richard Shaink
2014	Dr. George Potter
2015	John Crist
2016	Laura Stanton

2017	Dr. Jon Lake
2018	Dr. Lewis Keith Yohn
2019	Dr. Frederic Slete
2020	Woodrow Wilson, Jr.
2021	Charles Birney
2022	Christopher A. Simpson
2023	Thomas C. Evanson & Nancy L. Evanson

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>	
5.0	Items for Decision 5.5 Trustee Presenters for Commencement <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board
Description:	
<p>After consultation with our Student Services Team, we are preparing to hold two (2) indoor commencement ceremonies in the Spring. I intend to use the newly renovated Baughman Theatre, a beautiful space worthy of a performance.</p> <p>These would occur on Saturday, 05.04.24, at 9am and 1pm.</p> <p>Given this, I would ask for recommendations for the Board of Trustee presenters at the 2024 ceremony for the following:</p> <ol style="list-style-type: none"> 1. Distinguished Service Award recipients for 2024 2. Ethelene Jones-Crocket Award recipient for 2024 	
Resource Impact:	
None	
Requested Board Action:	
Consideration of presenters for the Distinguished Service Award recipients and the Ethelene Jones-Crockett Award recipient for the 2024 graduation ceremony.	
Action Taken:	

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024</p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>	
6.0	Consent / Required Approval Agenda
6.1	Resolution for Bond Refinancing
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – EL-06 Investments
Description:	
Following the Board’s adoption on 10.16.23 of the Bond Resolution authorizing the pursuit to refinance the 2014 refunding bonds, please find attached a resolution for the Board to ratify and affirm the acceptance of Piper Sandler & Co.’s offer to purchase the bonds.	
Resource Impact:	
Gain of \$186,783.81 in net present value savings over the five-year period.	
Requested Board Action:	
I recommend the Board’s approval of the resolution to ratify and affirm Piper Sandler & Co.’s offer.	
Action Taken:	



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P.O. Box 2575, East Lansing, MI 48826-2575
PHONE: (517) 484-8000 FAX: (517) 484-0041

ALL OTHER SHIPPING
2900 WEST ROAD, SUITE 400
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ROY H. HENLEY
MICHAEL D. GRESENS
CHRISTOPHER J. IAMARINO
RAYMOND M. DAVIS
MICHELE R. EADDY

KIRK C. HERALD
ROBERT A. DIETZEL
KATHERINE WOLF BROADDUS
DANIEL R. MARTIN
JENNIFER K. STARLIN
TIMOTHY T. GARDNER, JR.

IAN F. KOFFLER
FREDRIC G. HEIDEMANN
RYAN J. NICHOLSON
CRISTINA T. PATZELT
PHILIP G. CLARK
PIOTR M. MATUSIAK

JESSICA E. McNAMARA
RYAN J. MURRAY
ERIN H. WALZ
MACKENZIE D. FLYNN
KATHRYN R. CHURCH
MARYJO D. BANASIK

CATHLEEN M. DOOLEY
AUSTIN M. DELANO
KELLY S. BOWMAN

GORDON W. VANWIEREN, JR. (OF COUNSEL)
LISA L. SWEM (OF COUNSEL)

CHRISTOPHER J. IAMARINO
(517) 374-8862
ciamarino@thrunlaw.com

February 8, 2024

Via UPS Next Day Air

Mr. John Globoker
Chief Financial Officer
Jackson College
2111 Emmons Road
Jackson, Michigan 49201-8335

Re: \$4,965,000 2024 Refunding Bonds, Dated February 15, 2024

Dear Mr. Globoker:

Enclosed are the following:

1. The bonds, numbered 1-5, to be originally signed by the Chairperson and Vice Chairperson of the Board. **PLEASE DO NOT DATE THE BONDS.**
2. Three copies of an Escrow Agreement to be signed by either the Chairperson or Vice Chairperson of the Board of Trustees.

Once signed, the bonds and Escrow Agreement copies must be forwarded to the Paying Agent, The Huntington National Bank, Corporate Trust - 9th Floor - BR4932, 150 Ottawa Street NW, Grand Rapids, Michigan 49503, Attention: Patrick O'Donnell, by **OVERNIGHT COURIER SERVICE OR HAND DELIVERY** for receipt by the Escrow Agent **AT LEAST 4 BUSINESS DAYS PRIOR TO THE CLOSING DATE.**

3. Three copies of an Arbitrage Certificate to be signed by the Chairperson of the Board of Trustees and the President.
4. Three copies of a Certificates of Execution and Identification of Signatures to be signed by the Chairperson and Vice Chairperson of the Board of Trustees *and notarized by a notary public.*
5. Three copies of a Receipt and Certificate of No Litigation to be signed by you and attested to by the Chairperson and Vice Chairperson of the Board of Trustees.
6. Three copies of a Certificate of Issuer to be signed by the Chairperson of the Board of Trustees and the President.
7. Three copies of a Continuing Disclosure Agreement to be executed by the President.
8. Three copies of a College Certificate to be signed by the President.



Mr. John Globoker
February 8, 2024
Page 2

9. A copy of Form 8038-G Information Return for Tax-Exempt Governmental Obligations. Please verify Item 2, the Employer Identification Number, and sign the form.

10. The Significant Event Notice Cover Sheet to be signed by the President.

11. Three copies of a ratifying resolution for consideration by the Board of Trustees at a regular meeting on February 12, 2024. If the meeting is *not* a regular meeting or the meeting date changes, please contact me immediately. If one or more trustees will participate in the board meeting virtually due to military service, please contact me. The morning of Tuesday, February 13, 2024, please scan and email to me a completed and signed copy of the resolution. Retain one original resolution for your records and return the remaining two originally signed resolutions to this office for the bond transcripts.

12. With the exception of the bonds and Escrow Agreement copies, which must be forwarded to the Paying Agent per Paragraphs 1 and 2, and the resolution to be adopted on February 12, 2024, the above documents must be executed and returned to us in time to prepare transcripts for the closing. We therefore are requesting that you return these to us by express mail or hand delivery **for arrival by February 7, 2024.** The closing is scheduled for Thursday, February 15, 2024. Please advise if any question arises as to timely return of those materials.

By copy of this letter, we are asking The Huntington National Bank to authenticate the bonds and hold them under DTC's F.A.S.T. delivery system. We ask that The Huntington National Bank manually execute all copies of the Escrow Agreement, retain one copy for its file, and forward the remaining copies to us for receipt prior to the closing.

Please call if you have any questions.

Very truly yours,

THRUN LAW FIRM, P.C.

By 
Christopher J. Iamarino

CJI/keh
Enclosures

cc: The Huntington National Bank (via email, w/o enclosures)
Dr. Daniel J. Phelan, President (via email, w/o enclosures)
Andrew Fischer, Director of Finance (via email, w/o enclosures)

Jackson College, Michigan (the “Issuer”)

A regular meeting of the board of trustees of the Issuer (the “Board”) was held in the Boardroom of Jackson College, within the boundaries of the Issuer, on the 12th day of February, 2024, at 6:30 o’clock in the p.m. (the “Meeting”).

The Meeting was called to order by John M. Crist, Chairperson.

Present: Trustees John M. Crist, Sheila A. Patterson, Matthew R. Heins, Philip E. Hoffman, Donna L. Lake, and Christopher A. Simpson

Absent: Trustees Teshna Thomas

The following preamble and resolution were offered by Trustee John M. Crist and supported by Trustee _____:

WHEREAS:

1. By resolution adopted on October 16, 2023 (the “Bond Resolution”), this Board authorized the issuance of not to exceed Five Million Five Hundred Thousand Dollars (\$5,500,000) 2024 Refunding Bonds (General Obligation - Limited Tax) (the “Bonds”) for the purpose of refunding that portion of the Issuer’s 2014 Refunding Bonds which are callable on or after May 1, 2024, and are due and payable May 1, 2025 through May 1, 2030, inclusive (the “Refunded Bonds”).

2. In the Bond Resolution, the Issuer authorized the President, Chief Financial Officer or Director of Finance (each an “Authorized Officer”) to accept a bid on behalf of this Board for the sale of the Bonds within the parameters set forth in the Bond Resolution.

3. On Wednesday, January 24, 2024, the Issuer received eight (8) bids for the purchase of the Bonds, which were presented to an Authorized Officer for consideration.

4. Based upon the written recommendation of the Issuer’s financial consulting firm, an Authorized Officer accepted the offer of Piper Sandler & Co. (the “Purchaser”) to purchase the Bonds pursuant to the authority delegated in the Bond Resolution, and the Board desires to ratify and affirm the acceptance of the offer.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Authorized Officer’s acceptance of the Purchaser’s offer to purchase the Bonds at a purchase price of \$5,296,446.04, which is the par value of the Bonds, plus an original issue premium of \$356,702.35, less the Underwriter’s discount of \$25,256.31 is hereby ratified and affirmed. The Bonds shall be issued in the aggregate principal amount of \$4,965,000 and designated 2024 Refunding Bonds (General Obligation - Limited Tax).

2. The Bonds shall be dated February 15, 2024, and shall mature on May 1 of the years 2025 to 2029, inclusive, on which interest is payable commencing November 1, 2024 and semi-annually thereafter on May 1 and November 1 at the rate and in the principal amounts set

forth in Exhibit A. The Bonds shall be initially offered to the public at the initial offering yields as set forth in Exhibit A hereto.

3. Bonds of this issue are not subject to redemption prior to maturity.

4. Blank Bonds with the manual or facsimile signatures of the Chairperson and Vice Chairperson affixed thereto, shall, at the direction of bond counsel and as necessary, be delivered to the Paying Agent for safekeeping to be used for registration and transfer of ownership.

The Bonds are registered as to principal and interest and are transferable as provided in the Bond Resolution only upon the books of the Issuer kept for that purpose by the Paying Agent, by the registered owner thereof in person or by an agent of the owner duly authorized in writing, upon the surrender of the Bond together with a written instrument of transfer satisfactory to the Paying Agent duly executed by the registered owner or agent thereof and thereupon a new Bond or Bonds in the same aggregate principal amount and of the same maturity shall be issued to the transferee in exchange therefor as provided in the Bond Resolution, and upon payment of the charges, if any, therein provided. The Bonds are issuable in denominations of \$5,000, or any integral multiple thereof, not exceeding the aggregate principal amount for each maturity.

If any Bond shall become mutilated, the Issuer, at the expense of the holder of the Bonds, shall furnish or cause to be furnished, and the Paying Agent shall authenticate and deliver, a new Bond of like tenor in exchange and substitution of the mutilated Bond, upon surrender to the Paying Agent of the mutilated Bond. If any Bond issued under this resolution shall be lost, destroyed or stolen, evidence of the loss, destruction or theft and indemnity may be submitted to the Paying Agent, and if satisfactory to the Paying Agent and the Issuer, the Issuer at the expense of the owner, shall furnish or cause to be furnished, and the Paying Agent shall authenticate and deliver a new Bond of like tenor and bearing the statement required by Act 354, Public Acts of Michigan, 1972, as amended, being sections 129.131 to 129.134, inclusive, of the Michigan Compiled Laws, or any applicable law hereafter enacted, in lieu of and in substitution of the Bond so lost, destroyed or stolen. If any such Bond shall have matured or shall be about to mature, instead of issuing a substitute Bond, the Paying Agent may pay the same without surrender thereof.

5. The Huntington National Bank, Grand Rapids, Michigan, is hereby approved as Escrow Agent under the proposed Escrow Agreement (the "Escrow Agreement") presented to the Board. The Escrow Agreement providing for payment and redemption of the Refunded Bonds is hereby approved. The Chairperson or Vice Chairperson shall execute and deliver the Escrow Agreement substantially in the form presented to the Board with such changes and completions as shall be necessary as determined by Thrun Law Firm, P.C., in order to accomplish refunding the Refunded Bonds in accordance with the law and the Bond Resolution. The Escrow Agent is further authorized to act as the Issuer's Agent, an attorney-in-fact for the purpose of acquiring on behalf of the Issuer the federal securities, if necessary, as defined in the Escrow Agreement to meet the Board's obligations under the Escrow Agreement.

6. Upon delivery of the Bonds, the accrued interest, if any, shall be deposited in the Debt Retirement Fund for the Bonds and the balance of the Bond proceeds shall be used as follows:

A. The approximate sum of \$78,982.04 shall be used to pay the cost of issuance of the Bonds, and any balance remaining from that sum shall be deposited in the Debt Retirement Fund for the Bonds.

B. The sum of \$5,217,464.00 from the Bonds, together with funds on hand from the Issuer's General Fund Account in the amount of \$109,200.00, shall be paid to the Escrow Agent and then invested by it as provided in the Bond Resolution and Exhibit C of the Escrow Agreement for payment of principal and interest on the Refunded Bonds. Any funds from the Bond proceeds not used for the Escrow Account shall be deposited in the Debt Retirement Fund for the Bonds.

7. The Issuer hereby designates the Bonds of this issue as "qualified tax-exempt obligations" for purposes of deduction of interest expense by financial institutions under the provisions of the Internal Revenue Code of 1986, as amended; provided, however, that to the extent the Prior Bonds were designated by the Issuer as a "qualified tax-exempt obligation" and provided that the other conditions required by the Code to deem all or a portion of the Bonds as designated as "qualified tax-exempt obligations" are satisfied, then only that portion of the par amount of the Bonds that exceeds the par amount of the Prior Bonds are hereby designated as "qualified tax-exempt obligations" under this paragraph and the remaining portion of the Bonds are deemed designated as "qualified tax-exempt obligations." In making said designation, the Board determines that the reasonably anticipated amount of tax-exempt obligations which will be issued by the Issuer or entities which issue obligations on behalf of the Issuer during calendar year 2024 will not exceed \$10,000,000, excluding only those tax-exempt obligations as permitted by Section 265(b)(3)(C)(ii) of the Code.

8. The Chairperson and Vice Chairperson are hereby authorized to provide the Bonds in conformity with the specifications of this resolution by causing their manual or facsimile signatures to be affixed thereto, and upon the manual execution by the authorized signatory of the Paying Agent, the administration of the Issuer be and is hereby authorized and directed to cause said Bonds to be delivered to the Purchaser upon receipt of the purchase price and accrued interest, if any.

9. The Preliminary Official Statement, dated January 12, 2024, is deemed final for purposes of SEC Rule 15c2-12(b)(1), relating to the Bonds and its use and distribution by the Underwriter is hereby authorized, approved and confirmed.

10. An Authorized Officer is authorized and directed to execute and deliver the final Official Statement on behalf of the Issuer. An Authorized Officer is further authorized to approve, execute and deliver any amendments and supplements to the final Official Statement necessary to assure that the statements therein are true, as of the time the Bonds are delivered to the Underwriter, and that it does not contain any untrue statement of a material fact and does not omit to state a material fact necessary in order to make the statements, in light of the circumstances under which they were made, not misleading. An Authorized Officer is further authorized to execute a Certificate of Issuer to enable the Underwriter to comply with Rule 15c2-12 under the Securities and Exchange Act of 1934 in connection with the offering and sale of the Bonds. In the absence of an Authorized Officer, the Chairperson may execute the above documents.

11. The Chairperson, Vice Chairperson, President, Chief Financial Officer or the Director of Finance, and/or all other officers, agents and representatives of the Issuer and each of

them shall execute, issue and deliver any certificates, statements, warranties, representations, or documents necessary to effect the purposes of this resolution or the Bonds.

12. The officers, agents and employees of the Issuer are authorized to take all other actions necessary and convenient to facilitate sale and delivery of the Bonds.

13. The Issuer hereby appoints The Huntington National Bank, Grand Rapids, Michigan, as Paying Agent-Bond Registrar and directs an Authorized Officer to execute for and on behalf of the Issuer a Paying Agent-Bond Registrar Agreement.

14. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

Chairperson, Board of Trustees

The undersigned duly qualified and acting Chairperson of the Board of Trustees of Jackson College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, Public Acts of Michigan, 1976, as amended).

Chairperson, Board of Trustees

CJI/keh



EXHIBIT A

555 Briarwood Circle
Suite 300
Ann Arbor, MI 48106

734.694.0700
734.694.0710 fax
www.pfm.com

BOND PRICING

\$4,965,000
Jackson College
State of Michigan
2024 Refunding Bonds
(General Obligation - Limited Tax)
Final Verified Numbers - Sold January 24, 2024

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Premium (-Discount)
Serial Bonds:						
	05/01/2025	790,000.00	5.000%	3.150%	102.176	17,190.40
	05/01/2026	875,000.00	5.000%	2.910%	104.440	38,850.00
	05/01/2027	1,065,000.00	5.000%	2.800%	106.707	71,429.55
	05/01/2028	1,110,000.00	5.000%	2.690%	109.134	101,387.40
	05/01/2029	1,125,000.00	5.000%	2.650%	111.364	127,845.00
		4,965,000.00				356,702.35

Dated Date	02/15/2024	
Delivery Date	02/15/2024	
First Coupon	11/01/2024	
Par Amount	4,965,000.00	
Premium	356,702.35	
Production	5,321,702.35	107.184337%
Underwriter's Discount	(25,256.31)	(0.508687%)
Purchase Price	5,296,446.04	106.675650%
Accrued Interest		
Net Proceeds	5,296,446.04	

<p align="center"> BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024 </p>



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>	
6.0	Consent / Required Approval Agenda
6.2	Consideration of JPEC Board Member Nomination
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board
Description:	
Enclosed for the Board's consideration is the JPEC Academy Board's nomination of Billie Dawson to serve as a new member of the JPEC Board of Governors. Both Keith Everett Book and I met Billie Dawson on 01.26.24 and had a delightful conversation. I recommend her appointment to the JPEC Board of Governors without reservation.	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of Billie Dawson's nomination.	
Action Taken:	

JACKSON PREPARATORY & EARLY COLLEGE

Your Place. Your Purpose. Your Future.



Daniel J. Phelan, Ph.D.
President
Jackson College
2111 Emmons Road
Jackson, MI 49201

Dear Dr. Phelan:

On Monday, November 27th, 2023, the Jackson Preparatory & Early College Board of Governors passed a resolution to nominate Billie Rajzer, née Dawson, to serve as a member of the JPEC Board. The Board adopted the resolution to fill the currently vacant prior resignations.

Mrs. Rajzer is a seasoned professional with a rich background that spans over 18 years in various management roles. Her expertise lies in personnel and volunteer management, vendor relations, data maintenance, fundraising, and community engagement. Mrs. Rajzer's accomplishments include consistently meeting budget constraints and deadlines, showcasing her innovative problem-solving skills, and her proficiency in troubleshooting and resolving disputes. She is recognized for her strong prioritization, delegation, and planning skills, which have led to the successful completion of numerous projects.

An exceptional communicator, Mrs. Rajzer has formed lasting relationships with colleagues and clients alike. She brings significant experience in social media and email outreach, design, and marketing. Her educational background is equally impressive, holding a Master of Public Policy and a Master of Business Administration from Liberty University, with a concentration in Public Administration.

As the Deputy District Director for the US House of Representatives, Mrs. Rajzer provides support to constituents, legislative support in the district, and oversees event planning and coordination with local government officials. Her tenure at The Prosper Group as a Digital Manager involved strategizing and supporting clients in digital campaigns, content creation, and managing client portfolios. Mrs. Rajzer resides locally in Summitt township with her two children and husband.

As defined by the JPEC Bylaws, the Academy Board is by resolution kindly submitting for your and the Jackson College Board of Trustees review, Billie Rajzer's nomination for appointment to the JPEC Board of Governors. Thank you for this consideration.

Sincerely,

A handwritten signature in black ink that reads "Jonathon Marowell". The signature is written in a cursive, flowing style.

Jonathon Marowell
President
Jackson Preparatory & Early College



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.1 EL-01 Treatment of Learners – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-01 Treatment of Learners.

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-01 for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 01 Treatment of Learners

Report Date: 02.12.24
Compliance Status: Fully Compliant

Note: Board Policy is indicated in bold typeface throughout the report.

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy: "Treatment of Learners", according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

Daniel J. Phelan, Ph.D.
President and CEO

02.09.24

Date

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

INTERPRETATION:

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency.

- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years.
- g) A pandemic plan is current, accessible, and on the College's website, together with the most up to date information on COVID-19 for learners and employees.
- h) Learners and employees have reasonably understandable access to a communications system which informs of campus closings and cancellations due to weather or other emergency situations.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) The College provides campus-based mental, physical, and dental health services for all learners and employees.

This interpretation is reasonable because it ensures compliance with nationally accepted principles for safety and security for institutions of higher education.

EVIDENCE:

- a) The Chief Operations Officer confirmed on 02.07.24 that the following policies are accessible online and have been reviewed in the last two years:
 - i. [Tobacco Free Environment 1715](#) - last approved on 10.05.22.
 - ii. [Threats and Violence 2609](#) – last approved on 10.05.22
 - iii. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last approved by the Leadership Council on 04.17.23.
- b) The Chief Facilities and Logistics Officer confirmed on 02.09.24 that the [Safety Data Sheets](#) are current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Chief Facilities and Logistics Officer confirmed on 02.09.24 that the operational plans are current to take care of snow and ice removal. This is an internal operational plan that is not posted online.
- d) The Chief Operations Officer confirmed on 02.07.24 that the [emergency reference guide](#) is available online and posters have been installed on hallway walls throughout College buildings.
- e) The Chief Operations Officer confirmed on 02.07.24 that the Drug and Alcohol Abuse and Prevention Program (DAAPP) is accessible online. The document was last updated in September 2022 which is within the two-year review period.

- f) The Chief Operations Officer confirmed on 02.07.24 that the [2022 Campus Crime and Fire Report](#) is available online and contains statistics for 2020 to 2022.
- g) The Chief Operations Officer confirmed on 02.08.24 that the College has a comprehensive business incident management plan in place. Due to the sensitive nature of the document, it is housed with Presidents Office.
- h) The Chief Operations Officer confirmed on 02.07.24 that the College uses the Nixle alert system which students and employees can sign up for [online](#). Information on Nixle signup is provided during the mandatory new employee orientation. Communication regarding emergencies is also sent via email, website and social media plus local radio and TV stations.
- i) The Chief Facilities and Logistics Officer confirmed on 02.09.24 that these inspections are up to date. Documentation of inspections for elevator and boiler inspections and the Fire Safety & Extinguisher inspection reports are stored with the Chief Campus Operations Officer and/or his staff.
- j) Annual contracts are issued and are on file with the Chief Operations Officer that define provisions for the College's [Oasis Center](#), which provides mental health services to students and employees, as well as for the College's [Health Clinic](#), which provides medical care and evaluation to students and employees. A Dental Clinic is also available for students, employees and community members.

1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners and employees.
- b) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, is available to learners to report issues of harassment.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator. Their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The College annually files the Clery Act report.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

EVIDENCE:

- a) The Chief Operations Officer confirmed on 02.07.24 that the [Sexual Discrimination/Harassment Policy 1717](#) is accessible on the website and is due for review. This information is also contained in the Student Rights, Responsibilities and Code of Conduct Policy 2701, last reviewed on 02.07.24. Information on Sexual Misconduct Awareness and Title IX is available on the Safety and Security webpage.
- b) The Chief Operations Officer confirmed on 9/28/2022 that as described within [policy 1717](#) the following reporting methods are available online for students and employees
 - i. The Chief Operations Officer confirmed on 02.07.24 that [An incident reporting form is online.](#)
 - ii. The Chief Operations Officer confirmed on 02.07.24 that information on how to submit an anonymous tip using an [online tip](#) form online or via a [text message](#) are available online.
- c) The CEO designated the Chief Operations Officer as the Title IX Coordinator. All related contact information is [readily available online](#). This was confirmed by the Chief Operations Officer on 02.08.24.
- d) A clear [Title IX Investigation Process](#) is up to date and accessible online. This was verified by the Chief Operations Officer on 02.07.24
- e) The HR Consultant/Title IX Investigator confirmed on 02.07.24 that there were two investigations conducted by an external legal investigator in the monitoring period related to sexual discrimination or harassment. The claims were not substantiated.
- f) The Chief Operations Officer confirmed on 02.07.24 that the Clery Act report which was filed on 09.28.23 included a report of all incidents reported and investigated in this monitoring period. This was also emailed to all students and employees on 09.28.23.
- g) The HR Consultant/Title IX Investigator confirmed on 02.07.24 that 93% of employees (full-time faculty, full and part time staff, and administrators) have completed Title IX training in the last 12 months.
- h) The HR Director confirmed on 02.07.24 that 55 employees who are new to the College during this monitoring period signed off on a document stating "*I acknowledge that I have read and understand the Jackson College Administrative Policies and related materials which are available on the [JC Policy web page](#). I understand that I am required to abide by college policies as a condition of employment. I am also aware that new policies may be added and that existing policies may be revised, amended or deleted at the discretion of the College and that it is my responsibility to periodically review the manual and policies for updates.*"

2. Deliver programs in a manner that is insensitive to learners' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available cultural training and ongoing professional development to all employees.

- b) The College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities.

The interpretation is reasonable because the processes reflect best practices in higher education, as well as current thinking and research regarding sensitivities of various cultures.

EVIDENCE:

- a) The college's Spring '24 Convocation was dedicated to "building a culture of inclusivity." As with all Convocations, offices are closed and attendance is required.
- b) The Course Review Process requires regular and intentional analysis of course content to be free of bias, represent diversity, and be free of any content that would be a barrier to a sense of belonging. This process is led through the Curriculum Committee and incorporates review and feedback from the Assessment Committee, Guided Pathways, and Diversity, Equity, and Belonging.
- c) Focus groups are conducted by Institutional Research and Effectiveness each month with a diverse range of student groups to hear their needs and experiences at the College. The Multicultural Office and Affinity Liaisons have also held many events through the year (listed below).

Multicultural Affairs/Men of Merit & Sisters of Strength

- Men of Merit & Sisters of Strength Promotional Photoshoot (June 12, 2023).
- Juneteenth Community Celebration (June 17, 2023).
- Jackson College Open house (June 23, 2023).
- Ready Set Jet Mentor Training (June 27-30, 2023).
- King Center/Grow Jackson RSJ Community Service (July 19, 2023).
- Ready Set Jet Pathways Showcase (July 21, 2023).
- Michigan Speedway – National Leadership Fundraiser (August 4, 5, & 6, 2023).
- Welcome Week: Jet Jam (August 28, 2023).
- Men of Merit & Sisters of Strength Kick-Off! (September 12, 2023).
- Ella Sharp Park community Service (September 27 & 28).
- Ella Sharp Park Fall Festival Community Service (October 8, 2023).
- Jackson High School Leadership (October – April 2024).
- Middle School at Parkside Leadership (October – April 2024).
- Ella Sharp Park Cookies with Santa Community Service (December 2, 2023).
- Barbershop Initiative (September 12 & 26, October 10 & 24, November 14 & December 12, 2023).
- Hispanic Heritage Month Celebration (September 21, 2023).
- The League Magazine MoM/SoS article (September, 2023).
- Domestic Violence Forum (October 9, 2023).

- 3 on 3 Basketball Intramurals (October 14, 2023).
- Social Justice Speaker - Albion College visit (October 24, 2023).
- Halloween at Cedar Point MoM/SoS /Trio trip (October 28, 2023).
- Nursing Department Meeting with Sisters of Strength & Men of Merit (November 6, 2023).
- MoM/SoS Holiday Gathering (December 7, 2023).
- Martin Luther King Jr. Luncheon Celebration (January 15, 2024).
- JDEB Committee Meetings (November 2, December 14, & January 30, 2024).

Affinity Liaisons Events

Elder Community Affinity Liaison

- Computer/Phone (June 21 & 28 2023).
- Computer/Phone (July 5, 12, 19 & 26 2023).
- Watercolor workshop (July 19, 2023).
- Computer/ Phone (August 2, 9, 16 & 23, 2023).
- Lunch and Learn (August 15, 2023).
- Senior Day Grand River Market (September 15, 2023).
- Resource Fair American One Events Center (September 27, 2023).
- Computer/Phone (October 11, 18 & 25 2023).
- Positive Aging Pumpkin Fest (October 4, 2023).
- Computer/Phone (Nov. 1, 8, 15, 29 2023).
- Pantry Pickleball (November 5, 2023).
- Computer/Phone (December 6 & 13 2023).
- Computer/Phone (January 24 & 31 2024).
- Computer/Phone (February 7, 14, 21 & 28 2024).
- Intergenerational Choir (February 5, 12, 19 & 26 2024).

LGBTQIA+ Community Affinity Liaison

- Affinity meetings every month (October – April 2024).
- LGBTQIA liaison meet and greet (February 20, 2024).
- Open house (June 23, 2023).
- Raising of the pride flag (June 12, 2023).
- Pride flag candy making event
- Smores making event
- LGBTQIA comedy Movie night
- Hot cocoa event
- Movie night
- Meditation
- Herbal make and take
- Pride Waffle Wednesday
- Christmas cards to LGBTQIA Youth
- Women's Kundalini Yoga Meditation to Celebrate Women's History Month (March 18, 2024).
- Pronoun Workshop (March 25, 2024).

- Drag Bingo (February/March 2024).
- Lavender Ceremony (April/May 2024, tbd).
- Color Run (Summer 2024).
- LGBTQIA+ Prom (Summer/Fall 2024).
- Hanger hangout/movie (tbd 2024).
- Pronoun training (tbd 2024).

Asian American/Pacific Islander Community Affinity Liaison

- Halloween Origami at Jackson College (October 2023).
- Halloween Origami at JC Hillsdale Library (October 17, 2023).
- Chopstick 101 at Jackson College (November 6, 2023).
- Chopstick 101 at City of Jackson (November 13, 2023).
- Pokémon Origami at JC Hillsdale Library (January 30, 2023).

3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current policy is in place that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees, and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for new employees.

EVIDENCE:

- a) On 02.01.24, the Interim Chief Student Services Officer confirmed the Access to Student Information Policy is current and accessible online. The date of last review was 10.05.22.
- b) On 02.07.24, the HR Consultant/Title IX Investigator confirmed that 93% of all employees completed the annual FERPA training via Vector Solutions for the current monitoring period, and new employees completed the FERPA training within their first 14 days of employment.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary / legal reason to do so.

The interpretation is reasonable because it ensures compliance with the College's policy 2801 Access to Learner Information, which meets legal requirements.

EVIDENCE:

- a) On 02.01.24, the Interim Chief Student Services Officer confirmed that any requests being made are checked against policy 2801 Access to Student Information policy.
- b) Minutes are kept for all integrity committees as a check and balance for action taken.

3.2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protects against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access as per College policy.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards. The external audit provides transparency and systematically reviews the College's policies and practices to identify any potential security issues.

EVIDENCE:

- a) The College's policy Information Security is current and available [online](#). This policy provides detailed procedures and processes that are meant to protect College data.

4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.

INTERPRETATION

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where learners feel they have been inequitably treated.
- b) The College offers a wide variety of recognition methods which celebrate our learners' differences.

The interpretation is reasonable because it identifies intentional actions which are consistent with the College's Equity statement.

EVIDENCE:

- a) On 02.09.24, the Interim Chief Student Services Officer confirmed that an [Academic Complaint process](#) is in place and that the process is clearly

outlined online for students.

- b) On 02.09.24, the Interim Chief Student Services Officer confirmed with the Interim Chief Diversity Officer that the above-mentioned recognition methods are still active via the aforementioned Multicultural Office and Affinity Liaisons events held. See policy item 2 c) evidence.

5. Permit inequitable, inconsistent or untimely handling of learner complaints.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid appeals.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a common practice among institutions of higher education.

EVIDENCE:

- a) On 02.01.24, the Interim Chief Student Services Officer confirmed that timelines are included on the academic and non-academic appeal forms. There is no timeline referenced on the financial aid appeal form, but this has been directed to be included.
- b) On 02.01.24, the Interim Chief Student Services Officer confirmed that information for all complaint and appeal processes is available online.

5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a current Learner Appeals policy and process for registering complaints and appealing same and is available on the College's webpage.

The interpretation is reasonable because this is a standard practice used by institutions of higher education.

EVIDENCE:

- a) On 02.09.24, the Interim Chief Academic Officer (Health Sciences, Career and Technical Trades) confirmed that a fulltime Student Resolution Advocate is employed and that her contact information is [online](#) and easily accessed.
- b) On 02.09.24, the Interim Chief Academic Officer (Health Sciences, Career and Technical Trades) confirmed that all the Academic Complaint, Financial Aid Appeal and Non-Academic Appeal [forms](#) are on the Student Resolution Advocate webpage and that they all provide the student with a timeline.
- c) On 02.09.24, the Interim Chief Student Services Officer confirmed that the

[Student Appeals policy](#) is online and is scheduled for review.

6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) A current Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

EVIDENCE:

- a) On 02.01.24, the Interim Chief Student Services Officer confirmed that Policy 2701 Student Rights, Responsibilities and Code of Conduct is available on the website (<https://www.jccmi.edu/wp-content/uploads/2701.pdf>), is current and has been reviewed within two years.
- b) Each semester, all students receive a link to the Student Rights, Responsibilities and Code of Conduct Policy via their Jackson College email address.

6.1 Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged their understanding of the structure and limitations of the non-traditional program within which they have enrolled, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

EVIDENCE:

- a) On 02.09.24, the Interim Chief Student Services Officer confirmed that a process is in place to ensure communication to students about the expectations and contingencies of a non-traditional program, which may include programs/services which are grant-funded, experimental, or otherwise temporary in nature or length. This process

includes signed acknowledgement of understanding.

7. Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

EVIDENCE:

- a) On 02.07.24, the Chief Operations Officer confirmed that Policy 2612 Demonstrations is current and accessible online. This policy was last reviewed on 09.28.22.

8. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.

EVIDENCE:

- a) On 02.07.24 the Chief Operations Officer verified with the Director of Marketing that weekly announcements are sent to all enrolled students. Also verified is that the College has active social media accounts with Facebook, Twitter, YouTube, Instagram TikTok and Linked In.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.2 EL-02 Treatment of Staff – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-02 Treatment of Staff.

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-02 for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 02 Treatment of Staff

Report Date: 02.12.24
Compliance Status: Fully Compliant

Note: Board Policy is indicated in bold typeface throughout the report.

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy: "Treatment of Staff", according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

Daniel J. Phelan, Ph.D.
President and CEO

02.09.24

Date

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**
 - 1.1 Permit staff to be without adequate protection from harassment and bias.**
 - 1.2 Permit staff to be uninformed of the performance standards by which they will be assessed.**
 - 1.3 Permit staff to be without a means by which to file a grievance / complaint independent of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) Current Human Resource policies and procedures, as well as the two union contracts and administrative manual, clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.
- d) An easily accessible Incident Reporting Form and anonymous tip line, independent of the College, are available to staff to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

EVIDENCE:

- a) On 01.23.24, the Human Resources Director verified that Human Resource policies and procedures, as well as the two union contracts and the administrative manual, clarify expectations and working conditions, and these documents are available to all employees on the Intranet.
- b) The Human Resources Director confirmed on 01.23.24 that there are clear processes for employees to present grievances and wrongful conditions, including harassment and bias.
- c) The Human Resources Director confirmed on 01.23.24 that there are measurable performances goals established between all employees and their supervisor.
- d) The Human Resources Director confirmed on 01.23.24 that the College continues to have an accessible Incident Reporting Form and anonymous tip line (i.e., 411). In addition, we have entered into an agreement with Vector Solutions to provide an additional, expanded, anonymous solution, which is independent of College employee access. This new system has additional features such as a downloadable app. Other features include the ability for the user to send a note to our security so that they can monitor an employee walking to their car in the evening, which security can monitor in real time. The hotline should be fully operational by 02.20.24.

2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the Michigan Education Association (MEA) and Jackson College, or as

deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

EVIDENCE:

- a) The Human Resources Director confirmed on 01.23.24 that one Level One grievance (re: bargaining-level work) was filed in the last 12 months, and it was remedied immediately. The College is in full compliance with this requirement.

3. Retaliate against any staff member for non-disruptive expressions of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

EVIDENCE:

- a) The Human Resources Director confirmed on 01.23.24 that no formal complaints related to retaliation of any staff member were filed with the Human Resources Office, or the College Attorney, nor were any tips entered on the anonymous tip line, that were deemed valid by legal counsel.

4. Permit staff to be without reasonable opportunity for professional growth and development.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual employees, based on their needs.
- d) HR offers the Jackson College Leadership Academy available to all

interested employees who have been employed at the College for a minimum of a year.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.

EVIDENCE:

- a) The Director of Compliance/Title IX Investigator confirmed on 01.25.24 that College employees completed 300.25 hours of mandatory on-line professional development training during this reporting period.
- b) The Workforce Focus Committee planned, and the Chief Operating Officer confirmed, 1,040 hours of professional development for 260 employees for both Fall and Spring Convocations, for a total of 2,080 hours of professional development over this past reporting period.
- c) On 02.09.24, the CFO confirmed that the College invested \$613,933.86 in FY '23 in support of Trustee, faculty, and staff professional development. This is 300% more than in FY '22, obviously thanks to the lift of travel and social event restrictions that prohibited significant professional development during the pandemic. Additionally, the Leadership Council initially, is undertaking training on "Inclusive Excellence" which will ultimately be shared across the College.
- d) The Human Resources Director confirmed on 01.23.24 that planning has begun for the next Jackson College Leadership Academy with speakers and topics, with sign-up offered this summer for implementation Fall 2024.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.3 EL-10 Access to Education – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-10 Access to Education

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-10 Access to Education.

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-10 for evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 10 Access to Education

Report Date: 02.12.24
Compliance Status: Fully Compliant

Note: Board Policy is indicated in bold typeface throughout the report.

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy: "Treatment of Staff", according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

A handwritten signature in black ink, appearing to read 'Daniel J. Phelan', is written over a horizontal line.

Daniel J. Phelan, Ph.D.
President and CEO

02.09.24

Date

POLICY STATEMENT:

The CEO shall not allow conditions that unnecessarily restrict learner or potential learner access to education.

Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, that does not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, obligations, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

INTERPRETATION:

Compliance will be demonstrated when, prior to setting tuition and fees:

- a) Billing contact hours have been forecasted;
- b) State appropriations have been estimated;
- c) Requirements to meet union contracts have been calculated;
- d) Projected costs for obligations, major strategic initiatives, and requirements for total cost recovery have been estimated;

- e) Contribution to overhead has been calculated; and
- f) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed.

This interpretation is reasonable because it ensures a solid process for determining an appropriate tuition and fee structure for the College and is a process used by peer institutions.

EVIDENCE:

- a) On 02.06.24 the College CFO confirmed that, as part of the annual budget planning process for FY '24, a review of billing contact hour trends was completed to forecast enrollment.
- b) On 02.06.24 the CFO confirmed that, as part of the annual budget planning process for FY '24, estimated state appropriations were contemplated.
- c) On 02.06.24 the CFO confirmed that the financial contract requirements of both unions were considered during the FY '24 budget planning process.
- d) On 02.06.24 the CFO confirmed that projected costs for major strategic initiatives were estimated as part of the FY '24 budget planning process.
- e) On 02.06.24 the CFO confirmed that projected expenses/overhead were considered as part of the FY '24 budget planning process.
- f) On 02.06.24 the CFO confirmed that, as part of the FY '24 budget planning process, a review of Michigan peer group (i.e., Michigan ACS Group 2: Jackson, Kellogg, Lake Michigan, Muskegon, Northwestern, and St. Clair) community college tuition and fee rates were contemplated.

2. Allow learners and potential learners to be uninformed of plans for future tuition and/or fee increases to allow learners in educational programs to do long-term financial planning.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current communication process in place to share new tuition and fees rates with students.

This interpretation is reasonable because it ensures prompt and consistent communication methods with students to inform them of tuition and fee changes.

EVIDENCE:

- a) On 02.08.24 the Director of Business and Student Financial Services confirmed that the following processes occurred for communicating new tuition rates and fees following Board approval each year:
 - May 2023: Notified of pending Board action by CFO.
 - June 2023: Confirmed new rates with marketing and reviewed the webpage update.

- July 2023: New rates communicated to students and accounts rebilled.
- Communication is made to Student Services staff with the new rates for use in advising current and future students;
- The College's Board of Trustee minutes annually record Board action regarding tuition and fee setting, which are also placed on the College's web page.

3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current policy in place to recognize and award prior learning and competencies for students, using accepted higher education methods.
- b) The College has a current policy in place to recognize the transfer in of credits from other institutions.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of knowledge and competency that has occurred outside of the College's own instructional programs in a manner that is broadly accepted in higher education.

EVIDENCE:

- a) On 02.01.24 the Interim Chief Student Services Officer confirmed the College's Credit for Prior Learning policy is current. This policy was last reviewed in March 2022 and is reviewed biennially.
- b) On 02.01.24 the Interim Chief Student Services Officer confirmed the College's Transfer Credit Evaluation policy is current. This policy was last reviewed in June 2022 and is reviewed biennially.

4. Permit academically qualified learners to be without an environment that enables them to complete their educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides reasonable support services for students with financial, mental, physical and other related barriers to ensure they have opportunities for academic success.
- b) The College provides clear communication to students about how they can receive financial aid assistance.
- c) The College leverages additional resources from the College's Foundation, and other sources to assist students with limited means.

This interpretation is reasonable because it ensures needed support services and information is available to students who might otherwise be precluded from achieving success.

EVIDENCE:

- a) On 02.06.24 the Interim Chief Student Services Office confirmed that the College operates a Center for Student Success, housed in Walker Hall on the Central Campus, and further affirmed that it provides accommodations for students with disabilities (funded through Perkins Grant sources), tutoring support, physical and mental health referral, temporary assistance with transportation, as well as the Federal TRIO program. (i.e., a program that provides opportunities for academic and personal development, assists students with basic college requirements, and works to motivate students toward the successful completion of their postsecondary education.
- b) On 02.06.24 the Interim Chief Student Services Officer confirmed with the Director of Admissions and New Student Engagement and the Director of Student Success Services that there is a communication plan in place to provide students with information on applying for financial aid. Specifically, as part of the admission process and New Student Orientation, information is sent to the student providing them with the next steps on applying for financial aid and meeting with their assigned Financial Aid Specialist.

5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses or programs to obtain the instructional hours required to complete their course of studies.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student to be academically/instructionally stranded.
- b) Students are offered alternative courses when a course is cancelled.
- c) A current policy is in place that allows students, called to active military duty, support and guidance to withdrawal from classes in order to serve their country.
- d) Prior learning and/or competency assessments are available to students.
- e) The college provides a wide variety of ground-based, internet-based, and hybrid educational options for students.

This interpretation is reasonable because it provides reasonable options, consistent with peer institutions, for learners on those occasions wherein learning may be disrupted.

EVIDENCE:

- a) On 02.01.24 the Interim Chief Student Services Officer confirmed that, during the monitoring period, the following instructional programs were closed (see following table). Notification was made to the Higher Learning Commission (HLC) as required.

The following table summarizes the closed programs and the date that the Higher Learning Commission was notified.

Program	Date of HLC Notification
Entrepreneurship - AAS	09.20.23
Emergency Medical Technician – Paramedic - DIP	03.02.23
Executive Assistant-AAS	02.04.22

- b) On 02.01.24 the Interim Chief Student Services Officer confirmed that a process is in place for when a class is cancelled. More specifically, when a course is cancelled, a class roster is pulled and each student receives a call from their Student Success Navigator to inform them of the cancellation and to help find an alternative class that will fit in within their program requirements.
- c) On 02.01.24 Interim Chief Student Services Officer confirmed that the policy Military Withdrawal due to Orders is up to date and accessible on our website.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

7.0 Monitoring CEO Performance

7.4 CEO Monitoring Compliance Schedule & Summary

BOARD POLICY: BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance

Description:

Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.

When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).

Requested Board Action:

Discussion surrounding the CEO's compliance review.

Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 Board ENDS	8.14.23	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.14.23
EL – 00 General Executive Constraint	8.14.23	Yes	n/a	n/a	n/a	n/a	Compliant 8.14.23
EL – 01 Treatment of Students	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23



President/CEO Monitoring Report Compliance

Jackson College

EL – 02 Treatment of Staff	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23
EL – 03 Planning	6.12.23	Yes		n/a	n/a	n/a	Compliant 6.12.23
EL – 04 Financial Conditions & Activities	11.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 11.13.23
EL – 05 Asset Protection	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 06 Investments	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 08 Communication	11.13.23	Partial	1.5 Allow the Board to be unaware that, in the CEO's opinion, the Board is not in	Within actions during 11.13.23 Board meeting	n/a	n/a	Partially Compliant 11.13.23



President/CEO Monitoring Report Compliance

Jackson College

& Support to the Board			compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.	and going forward.			
EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.13.23
EL – 11 Entrepreneurial Activity	3.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 3.13.23
EL – 12 Land Use	4.10.23 – Partially Compliant	Partial	Item 1: A master plan begun, and will be updated following the installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory, and the completed STEAM Factory area.	Fall of FY'24		Installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory, and the completed STEAM Factory area not	Partially Compliant 4.10.23



President/CEO Monitoring Report Compliance

Jackson College

						expected until Fall of FY'24	
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2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 8, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review EL-10</u> Access to Education <u>Review GP-14</u> Handling Operational Complaints <u>POSTPONED TO APRIL 2024 – Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-13</u> Special Rules of Order <u>Monitor BCD-02</u> Accountability of the CEO
February 12, 2024	<u>Review EL-11</u> Entrepreneurial Activity <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> CEO Compensation <u>Review GP-00</u> Governance Commitment	<u>Monitor EL-01</u> Treatment of Learners (CINDY/TBD) <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor EL-10</u> Access to Education (TBD) <u>Monitor GP-14</u> Handling Operational Complaints <u>POSTPONED TO MAY 2024 - Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations
March 11, 2024	<u>Review EL-12</u> Land Use <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>Review BCD-00</u> Global Board Management Delegation	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style <u>Monitor BCD-06</u> CEO Compensation <u>Monitor GP-00</u> Governance Commitment
April 15, 2024	<u>Review EL-05</u> Asset Protection <u>Review EL-06</u> Investments <u>Review BCD-05</u> CEO Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>Review GP-12</u> Board Linkage with External Organizations <u>Review GP-11</u> Linkage with Ownership	<u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>Monitor BCD-00</u> Global Board Management Delegation
May 13, 2024	<u>Review EL-03</u> Planning <u>Review GP-09</u> Board Code of Conduct	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investments (JOHN) <u>Monitor BCD-05</u> CEO Succession <u>Monitor GP-03</u> Board Planning Cycle & Agenda Control <u>Monitor GP-12</u> Board Linkage with External Organizations <u>Monitor GP-14</u> Handling Operational Complaints

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

June 10, 2024	<u>Review EL-00</u> General Executive Constraint <u>Review EN-01</u> ENDS (TBD)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct
August 12, 2024	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to CEO <u>Review BCD-04</u> Monitoring CEO Performance	<u>Monitor EL-00</u> General Executive Constraint (PHELAN) <u>Monitor EN-01</u> ENDS (TBD)
September 9, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review BCD-01</u> Unity of Control <u>Review GP-05</u> Role of Vice Chair <u>Review GP-08</u> Board & Committee Expenses	<u>Monitor BCD-03</u> Delegation to CEO <u>Monitor BCD-04</u> Monitoring CEO Performance
October 14, 2024	<u>Review EL-04</u> Financial Conditions & Activities <u>Review EL-08</u> Communication & Support to the Board	<u>Monitor EL-01</u> Treatment of Learners (CINDY/TBD) <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 11, 2024	<u>Review EL-09</u> Organization Culture <u>Review EL-07</u> Compensation & Benefits <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the CEO	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

Reviewing Committee: Board of Trustees

To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.

Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.

Procedural Steps:

1. Annually at the Board's Summer Retreat, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet 1 week prior to the Board meeting at which the policy is up for review.
4. The Chief Assistant to the President & CEO will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place at 5:00pm prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.

2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
January 8, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-10</u> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-14</u> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-11</u> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 12, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-06</u> CEO Compensation	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Teshna Thomas Trustee Matt Heins
March 11, 2024	<u>EL-12</u> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-02</u> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-04</u> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-10</u> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-00</u> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
April 15, 2024	<u>EL-05</u> Asset Protection	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Teshna Thomas Trustee Matt Heins

	<u>BCD-05</u> CEO Succession	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Teshna Thomas Trustee Matt Heins
May 13, 2024	<u>EL-03</u> Planning	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-09</u> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson
June 10, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EN-01</u> ENDS	Trustee Phil Hoffman Vice-Chair Sheila Patterson
August 14, 2024	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Teshna Thomas Trustee Matt Heins

November 13, 2024	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the CEO	Trustee Donna Lake Trustee Chris Simpson



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring Board Performance

8.1 GP-14 Handling Operational Complaints – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-14 Handling Operational Complaints

Description:

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

Resource Impact:

None

Requested Board Action:

Review of the results to determine compliance with policy statements and any changes that might be needed.

Action Taken:



Jackson College Board of Trustees

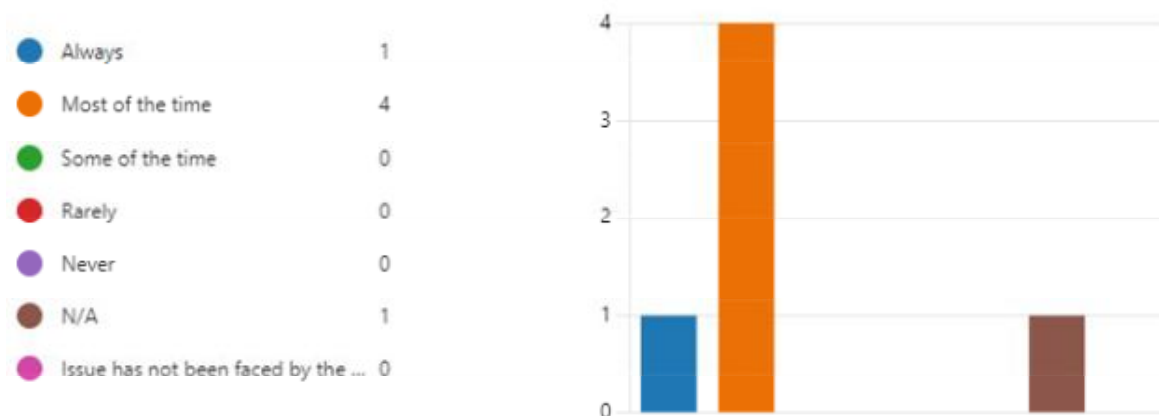
BOARD SELF-MONITORING SURVEY RESULTS: GP-14 Handling Operational Complaints DATE: 02.02.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

To ensure that the Jackson College Board of Trustees fulfils its accountability to the Ownership, but does not interfere in matters it has delegated to the CEO, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.

Have we acted consistently with this item of policy?



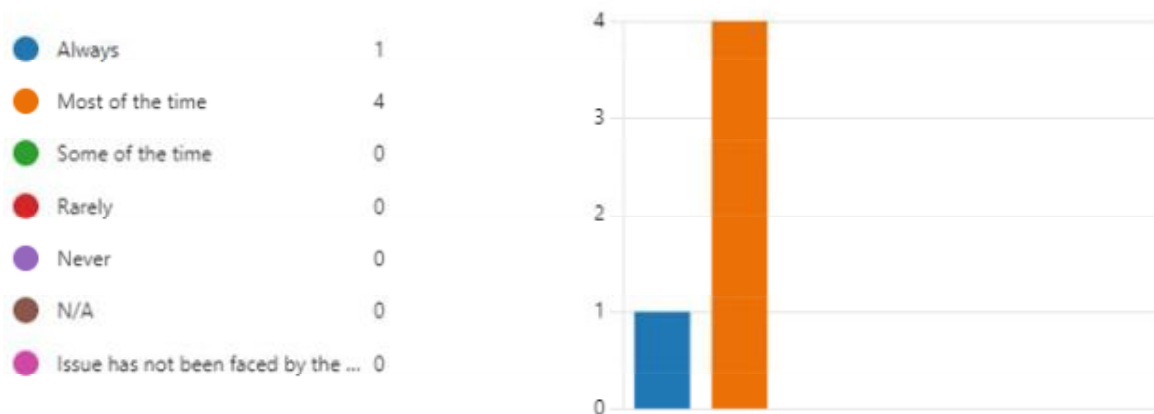
3. Provide specific representative examples to support your above response when applicable.

- *"We went amuck recently when we went outside the bounds of policy governance and took matters into our hands in an attempt to find a solution to a problem that was clearly the President's responsibility."*
- *"Since I am new to the board, I have not received a complaint regarding an operational complaint as of yet."*
- *"I guess, I'm not sure how to respond; I have always contacted the President and/or emailed whatever complaint comes my way. I know it is an operational*

matter. But each email I send, I feel I get slapped on my hand for reporting the issue and get told directly in the email it's an operational matter. Understood. I don't see it happening to any other board members. I will continue to report whatever issues come my way. I don't want to handle them, the President needs too."

4. **1.0 The Trustee shall inquire to the CEO if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Trustee shall take no further action.**

Have we acted consistently with this item of policy?

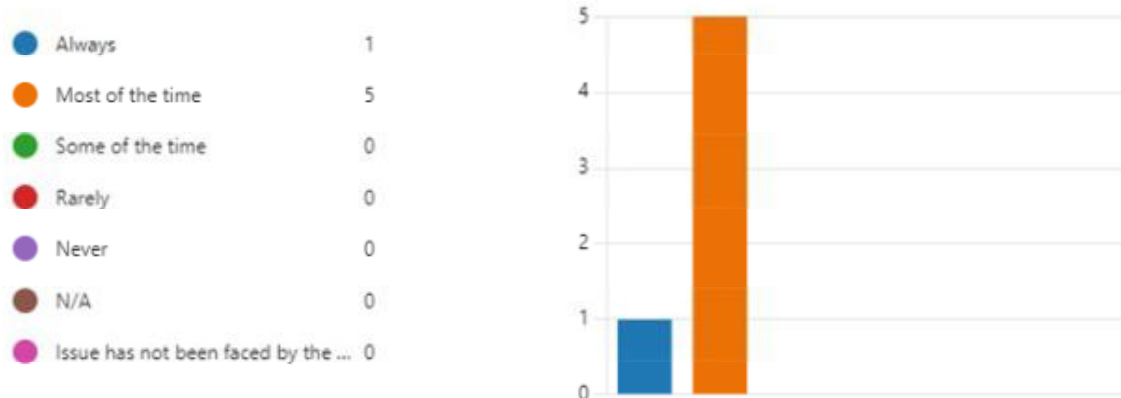


5. Provide specific representative examples to support your above response when applicable.

- *"Being on the board for this short time, I have seen where a trustee received communication and forwarded it on to the CEO to address and then the CEO has forwarded the communication to the appropriate staff."*
- *"Unclear on the ask...."*

6. **2.0: The Trustee shall not offer any evaluative comments or solutions to the individual bringing the concern.**

Have we acted consistently with this item of policy?

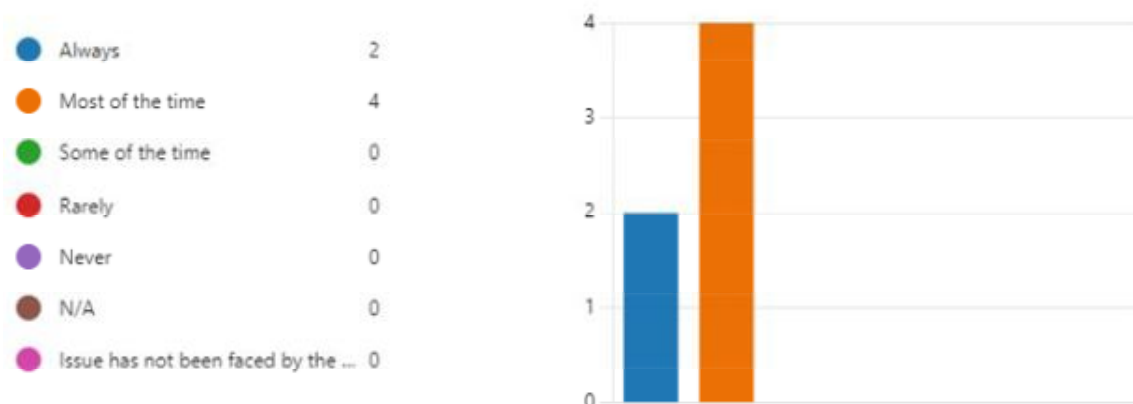


7. Provide specific representative examples to support your above response when applicable.

- *“From what I have seen, no comments or solutions to concerns brought forward.”*
- *“I disagree. If someone is bringing a concern to me and they feel they are not getting resolution; I tell them to come speak to the full board. That is their right to do so.”*

8. **3.0: If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee may explain to the individual that the Board has delegated certain responsibilities to the CEO, and that the Board holds the President accountable. Indicate that the CEO will be asked to ensure that the matter is looked into and respond directly or through a delegate. The CEO will follow up with the Trustee regarding the outcome of the matter with the individual.**

Have we acted consistently with this item of policy?

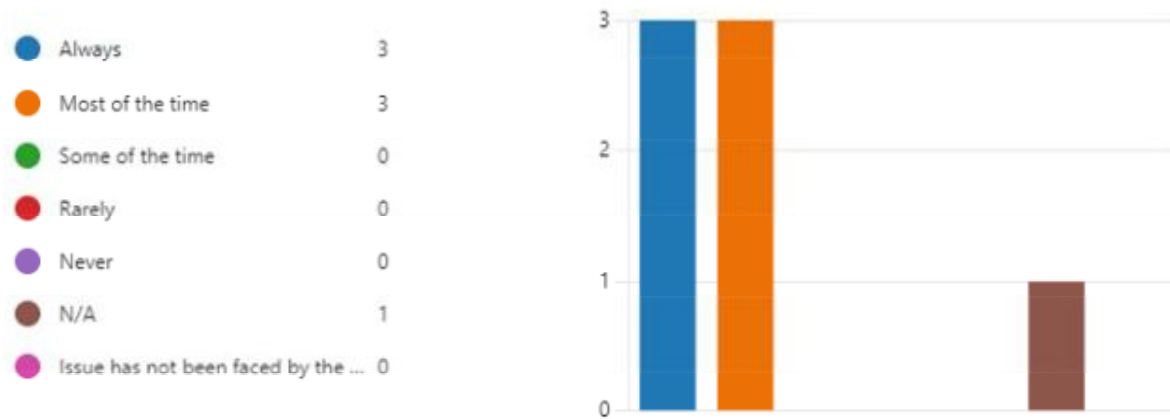


9. Provide specific representative examples to support your above response when applicable.

- “We chose to go outside policy governance and handle a matter ourselves without Presidential input.”
- “When students brought their concerns to a trustee related to housing, the trustee brought this to the CEO and the matter was taken care of.”
- “Not sure all concerns/complaints that we bring forward get resolution or if all of us are being informed.”

10. **4.0: The Trustee may ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.**

Have we acted consistently with this item of policy?

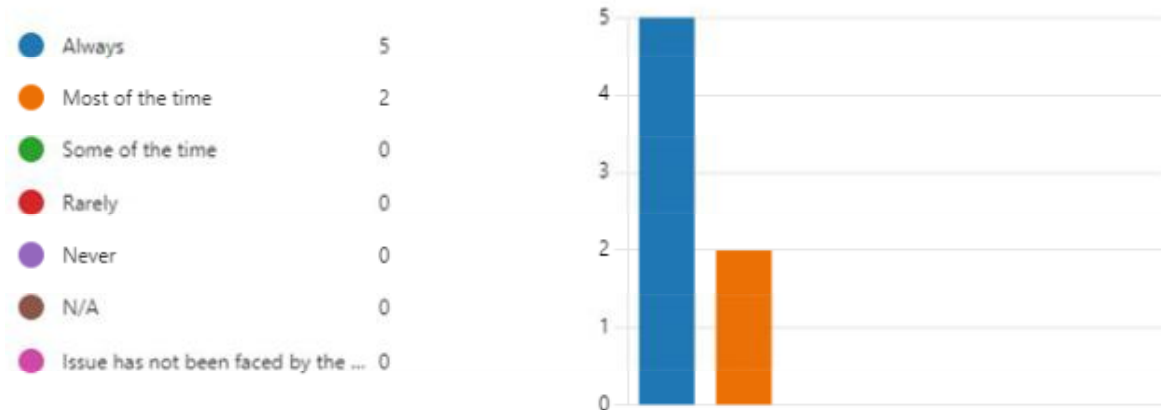


11. Provide specific representative examples to support your above response when applicable.

- “I don't know if this has happened.”

12. **5.0: The Trustee shall inform the CEO of the complaint, and request that it be addressed.**

Have we acted consistently with this item of policy?



13. Provide specific representative examples to support your above response when applicable.

- *"The complaint related to housing was brought to the CEO and the matter was taken care of."*

14. Other Board Comments:

- *"We could use a refresher course on the correct way to handle GP-14."*
- *"The Board has been involved several times in the operational aspect of the College. We need to follow the governance policies we established."*
- *"n/a"*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring Board Performance

8.2 GP-15 Handling Alleged Policy Violations – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-15 Handling Alleged Policy Violations

Description:

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

Resource Impact:

None

Requested Board Action:

Review of the results to determine compliance with policy statements and any changes that might be needed.

Action Taken:



Jackson College Board of Trustees

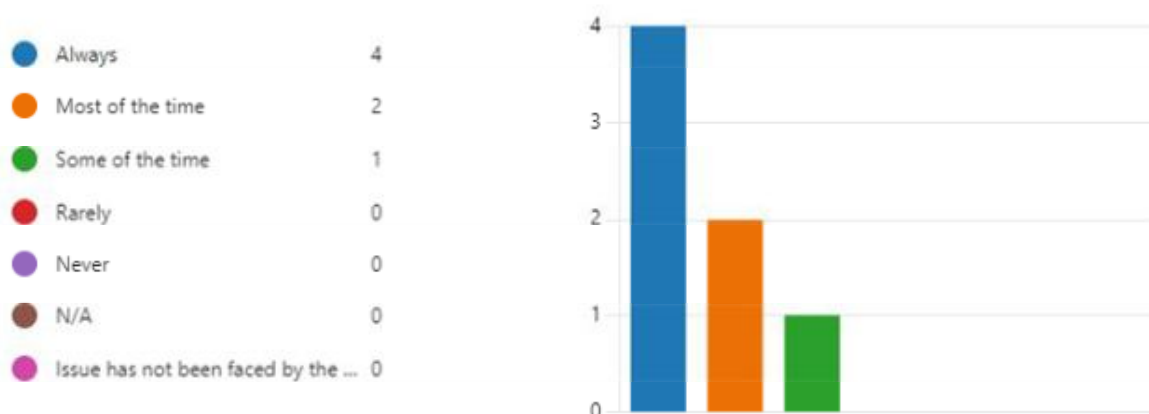
BOARD SELF-MONITORING SURVEY RESULTS: GP-15 Handling Alleged Policy Violations DATE: 02.02.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

The Board as a whole, has responsibility to regularly monitor the performance of the CEO as outlined in the policies on Board-CEO Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.

Have we acted consistently with this item of policy?



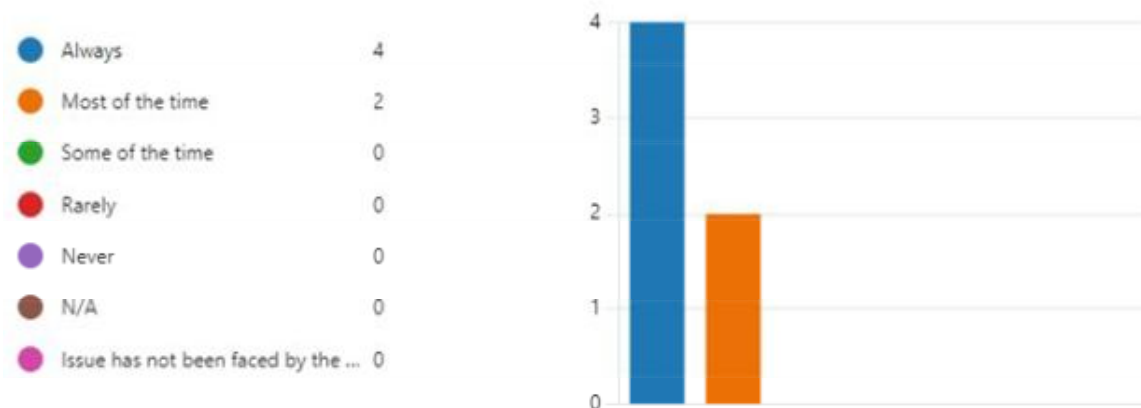
3. Provide specific representative examples to support your above response when applicable.

- *"Monitoring reports submitted during the January 2024 board meeting were in compliance with this policy."*

4. **1.0: Conditions which may trigger a request for monitoring beyond the normal schedule may include:**

- *A Trustee has been contacted regarding a complaint by a member of the Ownership. After the Board member has followed the procedure for handling complaints (see GP-14: Policy on Handling Complaints), the individual again contacts the Trustee indicating that the complaint still exists, and in the Trustee's opinion the incident appears to be a potential policy violation.*
- *One or more Trustees receive complaints or become aware of a pattern of similar instances that, taken together, raise questions of general policy violation.*
- *A single incident of complaint is of a nature that, regardless of how it is resolved, there is a serious question of policy violation.*

Have we acted consistently with this item of policy?



5. Provide specific representative examples to support your above response when applicable.

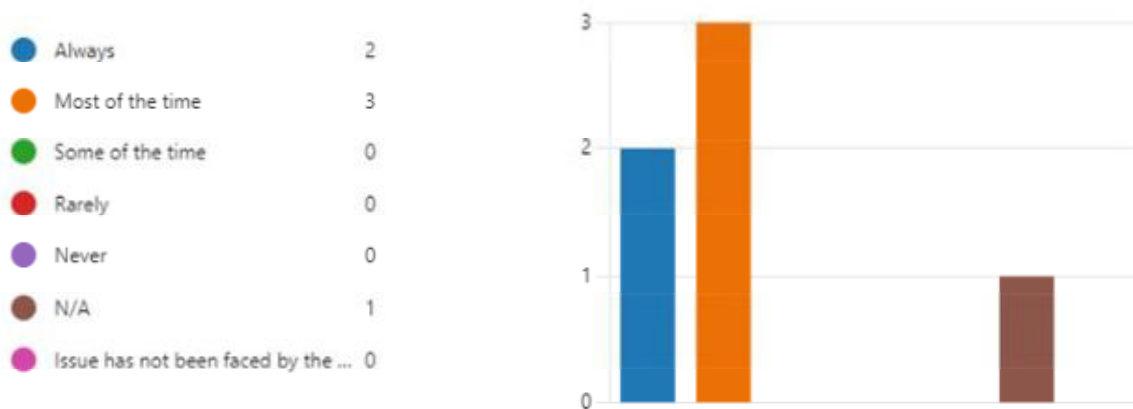
- *"I have not experienced or witnessed any of the conditions listed in the policy that would trigger a monitoring request."*
- *"We're experiencing this now. I'm not comfortable offering an opinion until the investigation is complete. Its apparent many students, staff and faculty have had complaints internally and they were not getting addressed, hence the overwhelming public responses."*

6. **2.0: If any of the above conditions exist:**

- *The Trustee shall inform the Board Chair of the situation.*
- *If the alleged situation presents a material level of risk to the organization, the Board Chair shall call a special meeting of the Board as soon as practical and the Board shall determine if (a) it needs to seek legal counsel, and/or (b) engage an external, qualified, independent third party.*

- *If the alleged situation does not present a sufficient level of risk for the above process, the Board Chair shall request the CEO to provide to the Board his or her interpretation of the policy, or the relevant parts of the policy, along with rationale for why the interpretation should be considered reasonable.*
- *The Board shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy, or whether to request an opinion regarding the reasonableness from a qualified, external, disinterested third party.*
- *The Board shall determine whether to request evidence of compliance with the interpretation from the CEO or a qualified, external, disinterested third party.*
- *The Board as a whole shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy.*

Have we acted consistently with this item of policy?

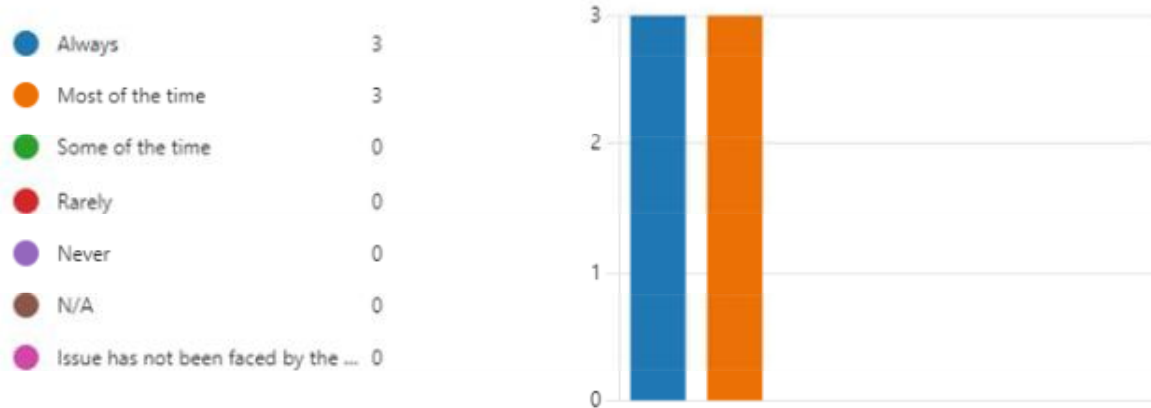


7. Provide specific representative examples to support your above response when applicable.

- *"I have not experienced or witnessed any of the conditions listed in the policy."*

8. ***3.0: If the CEO's interpretation is assessed by the Board to be reasonable, and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. The CEO will handle the issue.***

Have we acted consistently with this item of policy?

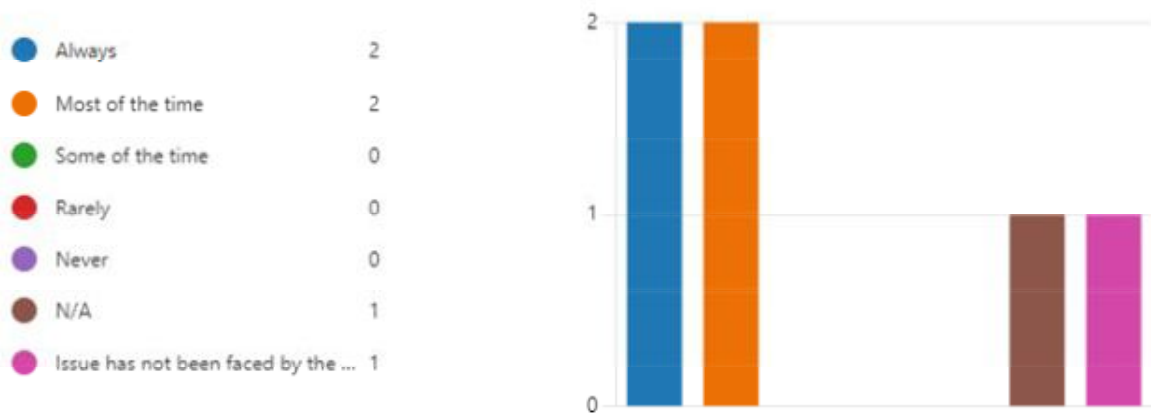


9. Provide specific representative examples to support your above response when applicable.

- *“After review of monitoring reports at the January 2024 meeting, the interpretations had evidence of compliance and the board approved.”*
- *“Not sure about evidence of compliance...not comfortable.”*

10. **4.0: If the CEO’s interpretation is assessed by the Board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and address the CEO regarding performance.**

Have we acted consistently with this item of policy?



11. Provide specific representative examples to support your above response when applicable.

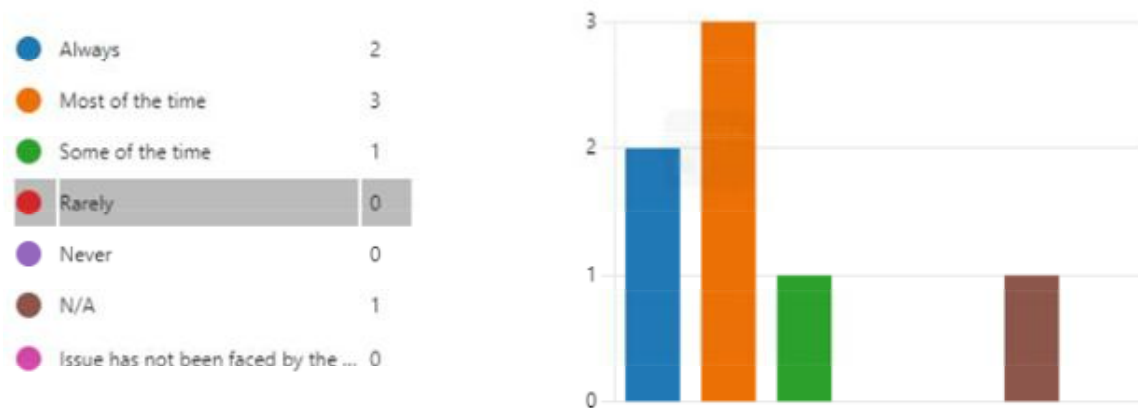
- *“I have not experienced where the interpretation was not reasonable.”*

- “Last January we had a serious violation of policy by the CEO. \$90,000 was mistakenly put in a personal account. Do we really hold the CEO accountable???? What actions were taken??? NONE; we looked the other way because its easier to ignore...”

12. **5.0: If the incident(s) in question do(es) not appear to be a potential violation of policy:**

- **The Trustee should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.**
- **If the Trustee considers that a policy amendment should be made, the Board member should ask the Board Chair to put them on the next agenda.**

Have we acted consistently with this item of policy?



13. Provide specific representative examples to support your above response when applicable.

- “I have not experienced where a policy should be amended to prevent future occurrences.”

14. Other Board Comments:

- “n/a”
- “I’ve brought up concerns, 1) JC website contact information for board of trustees - not all trustees have their contact information posted. I feel this is inappropriate. I’ve raised the issue twice; and have not received answers or feedback. Also, I asked when did this information “go-away” and why weren’t we informed of the change? No answer. Also, Help me understand the routing information to contact me? You have to fill out a contact form first???? Why 2) I’ve raised concerns of personal documentation that the board chair had, that did not get shared with the rest of the trustees. What happened too, what one trustee knows all knows????”

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 12, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Information Requested by the Board

9.1 FY'24 Q2 Financial Report

BOARD POLICY: EXECUTIVE LIMITATIONS: Financial Conditions and Activities

Description:

For the Board's review is the FY'24 Q2 Financial Report. I will provide a few highlights with respect to changes since FY'24 Q1.

Recall that monthly financials are provided on the Board's web page.

I am happy to answer any questions you may have about the Q2 report.

Resource Impact:

None

Requested Board Action:

Review of the FY'24 Q2 Financial Report.

Action Taken:



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
December 31, 2023

Jackson College
Memo From John Globoker, Chief Financial Officer
For the December 31, 2023 Financial Report

Following is the December 31, 2023 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2023-2024 Budget as adopted at the June 2023 Board of Trustees meeting.

General Fund

Revenues

- **State Appropriations** - Jackson College received the third of eleven funding installments from the state of Michigan in December. Funds are received from October through August each year.
- **Contract training** - Favorable to budget, due to timing and additional trainings through grant programs.
- **Transfers In** - Favorable to budget, due to a Dental Hygiene transfer and conservative budget.

Expenses

- **Wages/Retirement & Benefits** - Favorable to budget, savings realized from vacant positions.
- **Services** - Unfavorable to budget, due to contracted services with CampusWorks for IT, Business Office and PRR Services; Audit Services; and Facilities projects.
- **Transfers** - Favorable to budget, as transfers to plant, auxiliary, and payment on debt have not yet occurred in FY24.

Jackson College
Memo From John Globoker, Chief Financial Officer
For the December 31, 2023 Financial Report

Auxiliary Fund

Revenues

- **Housing** - Unfavorable to budget as occupancy was lower than expected.
- **Housing Scholarships** - Unfavorable to budget, due to increase in Resident Mentors to support Ready, Set, Jet initiative for the academic year.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
- **Hospitality and Meal Plans** - Unfavorable to budget as occupancy was lower than expected.
- **Miscellaneous** - Unfavorable to budget, mainly due to building rentals not meeting expectations.
- **Transfers** - Unfavorable to budget, due to timing of transfers from the Foundation.

Expenses

- **Wages/Benefits** - Favorable to budget, due to position vacancies.
- **Services Staffing Agency** - Unfavorable to budget, possibly under budgeted.
- **Services** - Favorable to budget, due to timing of purchases.
- **Materials** - Favorable to budget, due to timing of expenses.
- **Rent, Utilities, insurance** - Favorable to budget, rental of equipment not needed as much compared to previous years
- **Other operating costs** - Unfavorable to budget, due to timing of necessary production costs for shows in Potter Center.
- **Transfers** - Favorable to budget, as transfers to plant, auxiliary, and payment on debt have not yet occurred in FY24.

Other Notes

- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of December 31, 2023 the College is meeting this requirement.

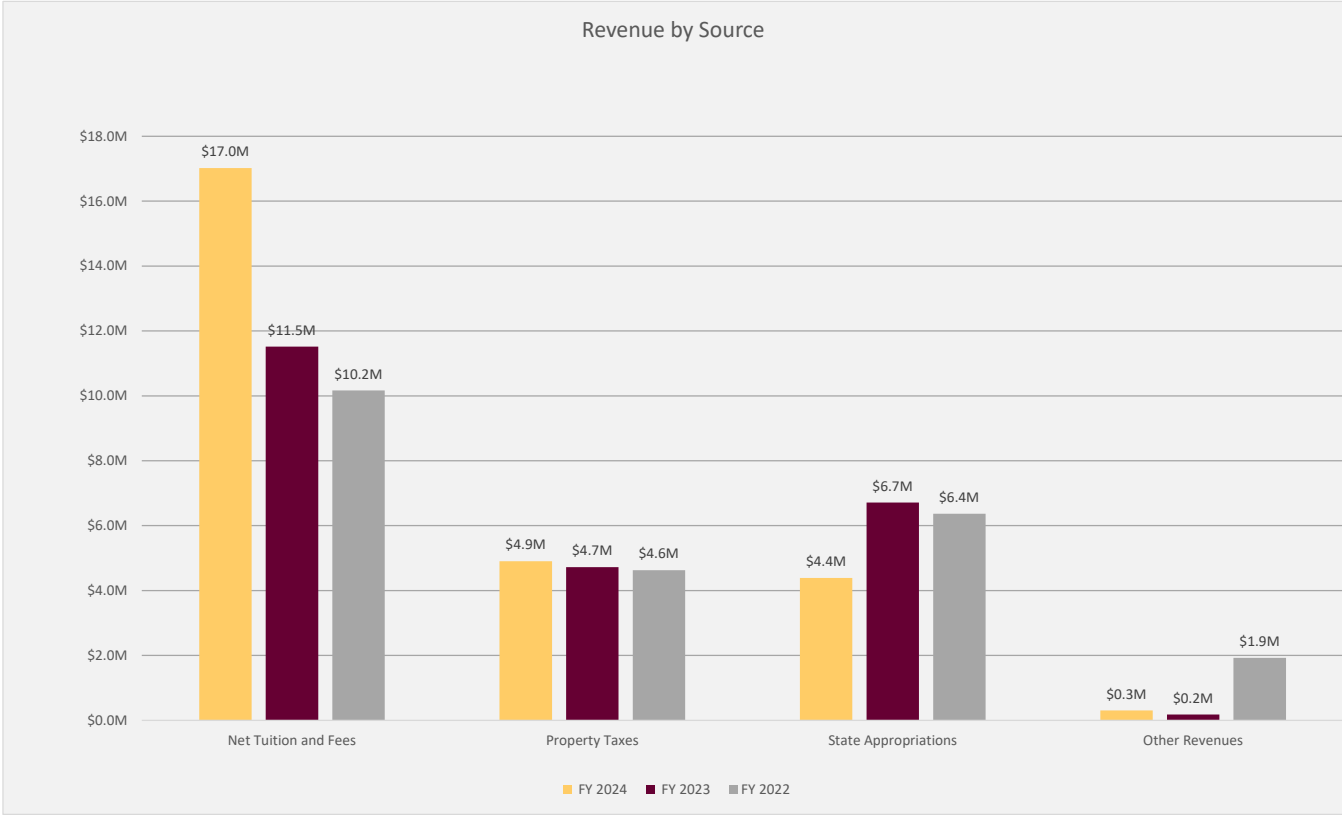
Jackson College
Revenue and Expense Statement
General Fund - FY 24
December 31, 2023
Preliminary - Unaudited

	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date*
Revenue							
Gross tuition and fees	\$ 25,240,228	54.5%	\$ 17,519,747	69.4%	70.0%	\$ (148,413)	\$ 11,862,253
Less Institutional Scholarships	(860,000)	-1.9%	(501,468)	58.3%	70.0%	100,532	(342,336)
Net tuition and fees	24,380,228	52.6%	17,018,279	69.8%	70.0%	(47,881)	11,519,917
Property taxes	6,389,547	13.7%	4,902,275	76.7%	75.0%	110,115	4,722,060
State appropriations	15,119,559	32.6%	4,389,072	29.0%	30.0%	(146,796)	6,714,396
Contract training	100,000	0.2%	69,350	69.4%	50.0%	19,350	51,607
Miscellaneous	353,361	0.8%	207,280	58.7%	50.0%	30,599	105,395
Transfers	-	0.0%	26,304	0.0%	50.0%	26,304	25,469
Transfers - Federal grant funds	-	0.0%	-	0.0%		-	-
Total revenues	46,342,695	100.0%	26,612,560	57.4%	51.0%	(8,309)	23,138,844
Expenses							
Wages	17,633,785	38.0%	6,887,764	39.1%	50.0%	(1,929,128)	7,658,633
Retirement	4,761,789	10.3%	2,035,600	42.7%	50.0%	(345,295)	2,017,931
Benefits	3,129,996	6.8%	1,418,809	45.3%	50.0%	(146,189)	1,728,195
Services - Staffing Agency	3,736,072	8.1%	1,967,421	52.7%	50.0%	99,385	1,957,188
Services	4,481,797	9.7%	2,688,635	60.0%	50.0%	447,736	2,350,309
Materials	1,843,739	4.0%	823,047	44.6%	50.0%	(98,823)	1,157,174
Rent, utilities, insurance	1,808,477	3.9%	968,952	53.6%	50.0%	64,713	909,014
Other operating costs	3,929,269	8.5%	1,694,352	43.1%	50.0%	(270,283)	1,808,240
Transfers-major maintenance	1,146,577	2.5%	-	0.0%	50.0%	(573,289)	493,947
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,457,494	7.5%	-	0.0%	50.0%	(1,728,747)	2,230,023
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	229,996
Capital equipment	413,700	0.9%	242,799	58.7%	50.0%	35,949	188,009
Total expenses	46,342,695	100.0%	18,727,379	40.4%	42.3%	(4,443,971)	22,728,659
Income over (under) expenses	\$ -		\$ 7,885,181			\$ 4,435,662	\$ 410,185

*Previous years included "financial statement adjustment" entries to smooth revenues and expenses. In fiscal year 2024, management determined to eliminate the need for these entries and report posted revenues and expenses in the college's ERP, Colleague, as it is a better indicator of the college's position for each month.

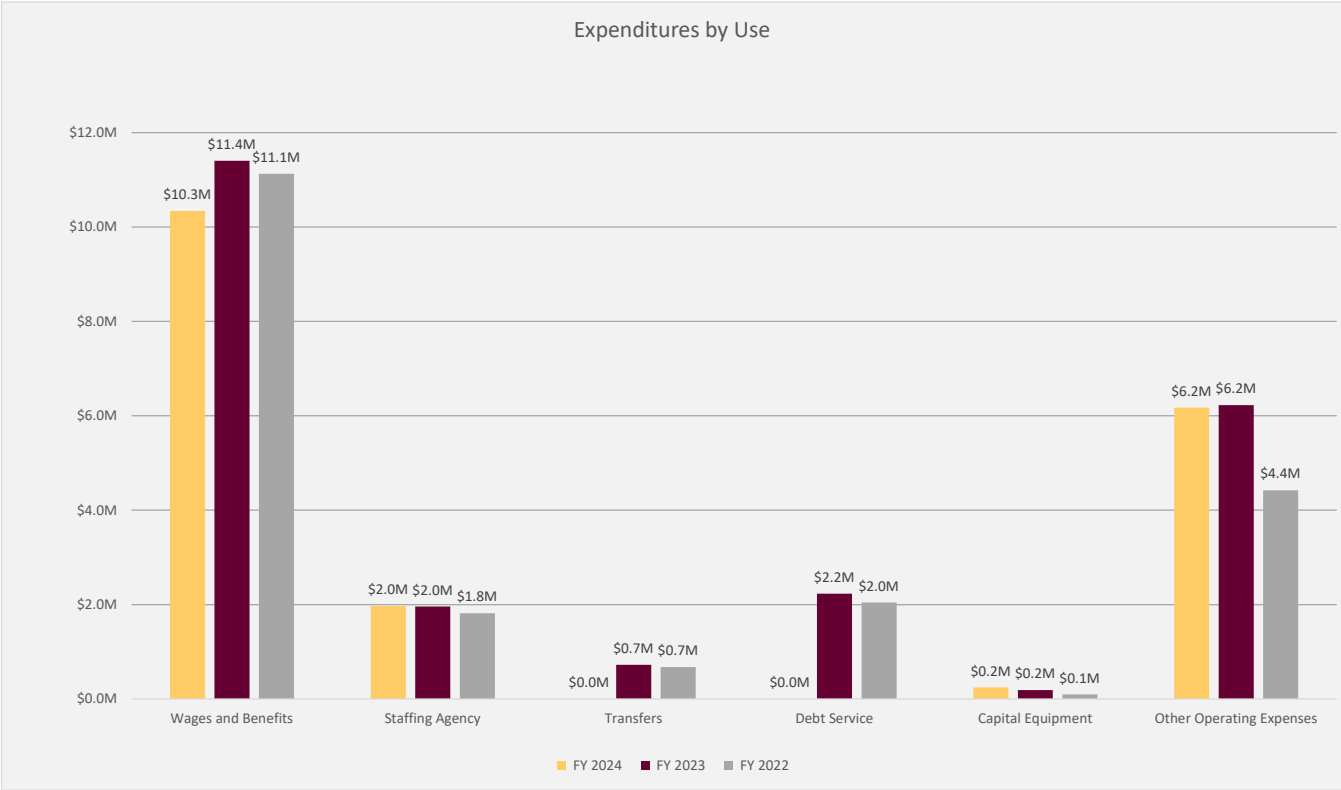
Jackson College
General Fund Revenue Comparison
12/31/2023

\$26,612,560



Jackson College
General Fund Expenditure Comparison
12/31/2023

\$18,727,379



Jackson College
Revenue and Expense Statement
Auxiliary Services
December 31, 2023
Preliminary - Unaudited

						Auxiliary Units			
	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Textbook and Class Fees	\$ 2,511,642	34.6%	\$ 2,254,484	89.8%	70.0%	-	-	2,254,484	-
Housing	2,007,800	27.6%	937,125	46.7%	50.0%	-	937,125	-	-
Less Housing Scholarships	(200,000)	-2.8%	(140,756)	70.4%	50.0%	-	(140,756)	-	-
Sales Bookstore	242,923	3.3%	60,136	24.8%	50.0%	-	-	60,136	-
Potter Center activities	351,000	4.8%	284,023	80.9%	50.0%	-	-	-	284,023
Hospitality and Meal Plans	2,302,577	31.7%	988,084	42.9%	70.0%	988,084	-	-	-
Miscellaneous	35,000	0.5%	10,282	29.4%	50.0%	-	(300)	-	10,582
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
Total revenues	7,265,942	100.0%	4,393,378	60.5%	43.3%	988,084	796,069	2,314,620	294,605
Expenses									
Wages	\$ 1,611,365	22.2%	\$ 608,687	37.8%	50.0%	298,037	99,575	85,584	125,491
Retirement	418,100	5.8%	148,490	35.5%	50.0%	73,180	12,375	21,378	41,557
Benefits	249,400	3.4%	123,965	49.7%	50.0%	72,578	15,222	12,904	23,261
Services - Staffing Agency	15,000	0.2%	12,543	83.6%	50.0%	12,543	-	-	-
Services	75,500	1.0%	27,772	36.8%	50.0%	10,003	8,134	430	9,205
Materials	2,395,500	33.0%	796,962	33.3%	50.0%	387,939	8,768	399,213	1,042
Rent, utilities, insurance	4,000	0.1%	1,395	34.9%	50.0%	1,395	-	-	-
Other operating costs	474,000	6.5%	335,750	70.8%	50.0%	494	6,418	2,332	326,506
Transfers	2,016,077	27.7%	-	0.0%	50.0%	-	-	-	-
Capital equipment	7,000	0.1%	-	0.0%	50.0%	-	-	-	-
Total expenses	7,265,942	100.0%	2,055,564	28.3%	50.0%	856,169	150,492	521,841	527,062
Income over (under) expenses	\$ -		\$ 2,337,814			\$ 131,915	\$ 645,577	\$ 1,792,779	\$ (232,457)

Jackson College
Balance Sheet and Changes in Fund Balance - FY 24
December 31, 2023
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 11,195,815	\$ 11,815,354	\$ (4,350,844)	\$ -	\$ (2,331,204)	\$ 17,623	\$ 3,837,411	\$ (769,842)	\$ 19,414,313
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,484	-	-	2,484
Accounts receivable	8,259,624	(12,000)	2,629	-	2,904,104	14,401	89	25	11,168,872
Inventories	29,800	-	-	-	255,603	-	-	-	285,403
Other assets	9,321,485	1,000,000	12,960,680	-	1,034,149	-	81,276,483	1,826,541	107,419,338
Total assets	28,806,724	12,803,354	8,612,465	-	1,862,652	34,508	85,113,983	1,056,724	138,290,410
Liabilities and Fund Balance									
Accounts payable	13,588	-	813	-	164	-	-	-	14,565
Accrued liabilities	543,242	-	(11,696)	-	352,842	-	27,937,564	-	28,821,952
Deferred liabilities	5,789,084	-	486,526	-	-	-	-	-	6,275,610
Unearned revenue	62,146	-	-	-	263,101	-	-	-	325,247
Other liabilities	14,504,638	-	10,864,689	-	19,720	-	13,884	14,400	25,417,331
Total liabilities	20,912,698	-	11,340,332	-	635,827	-	27,951,448	14,400	60,854,705
Fund balance	7,894,026	12,803,354	(2,727,867)	-	1,226,825	34,508	57,162,535	1,042,324	77,435,705
Total liabilities and fund balance	\$ 28,806,724	\$ 12,803,354	\$ 8,612,465	\$ -	\$ 1,862,652	\$ 34,508	\$ 85,113,983	\$ 1,056,724	\$ 138,290,410
Beginning fund balance									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	56,327,556	\$ -	\$ 56,327,556
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	6,828,663	-	6,828,663
Restricted	-	690,408	500,762	-	(1,110,990)	34,446	-	-	114,626
Future Operations	8,845	11,725,052	-	-	-	-	-	517,703	12,251,600
	\$ 8,845	\$ 12,415,460	\$ 500,762	\$ -	\$ (1,110,990)	\$ 34,446	\$ 63,156,219	\$ 517,703	\$ 75,522,445
Current year income	26,612,560	387,894	8,116,163	-	4,534,135	62	(461,272)	593,475	39,783,017
Current year expenses	18,727,379	-	11,344,792	-	2,196,320	-	5,532,412	68,854	37,869,757
Ending fund balance	\$ 7,894,026	\$ 12,803,354	\$ (2,727,867)	\$ -	\$ 1,226,825	\$ 34,508	\$ 57,162,535	\$ 1,042,324	\$ 77,435,705



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

9.0 Information Requested by the Board

9.2 JC Website: Board Contact Information Follow-up

BOARD POLICY: EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board

Description:

At the 01.08.24 regular meeting of the Jackson College Board of Trustees, Vice Chairperson Patterson requested explanations for the following:

1. How does the link on the College's website to Trustee contact information function?
2. Historically, how has Trustee contact information been shared on the College's website?
3. Is it legally advisable for any email address of a Trustee's choosing, not just a Trustee's jccmi.edu email address, to be linked to the JC website?

Enclosed, please find responses to these inquiries. I am happy to answer any further questions that the Board may have.

Also at the same Board meeting, Vice Chairperson Patterson described that emails she had previously been able to view in her jccmi.edu email inbox appeared to be missing. Following her download of the Outlook app to her iPad, the software/device syncing issue was completely resolved.

Resource Impact:

None

Requested Board Action:

Receive information on how Board contact information is currently being shared on the JC website, how it has historically been shared, and what email addresses are secure to link to the JC website.



JC Website: Board Contact Information Follow-up

At the 01.08.24 regular meeting of the Jackson College Board of Trustees, Vice Chairperson Patterson requested explanations for the following:

1. How does the link on the College's website to Trustee contact information function?
2. Historically, how has Trustee contact information been shared on the College's website?
3. Is it secure and legally advisable for any email address of a Trustee's choosing, not just a Trustee's jccmi.edu email address, to be linked to the JC website?

How does the link on the College's website to Trustee contact information function?

Approximately 5 years ago, when cybersecurity was ramping up, it was a College initiative that all publicly facing e-mail addresses be removed on the website to limit bots from being able to scan and send phishing e-mails. This manifested in links to the online form currently in place on the College website. This was done by the third-party web design firm that provides our web page, not by the College.

The contents of that form are delivered directly to the end recipient e-mail address, nowhere else, just as if the email address had been visible.

Historically, how has Trustee contact information been shared on the College's website?

Until the Fall of 2023, contact with the Board has gone through the President's Office. Prior to then, we could not find any record of individual contact information being listed for Board members. We only found general contact information for the President's Office.

Since 2007, we have had a combination of an "about the board" page that lists the images and biographies of the Board members, as well as a general "board contact page".

For your further review, the site web.archive.org takes a snapshot of a page whenever the template or the content of a webpage is updated. Below are the relevant snapshots of the College's webpages since 2007.

You may see gaps in years where there was no snapshot taken; that just means that the content had not changed during that time. (Do note that the links take a minute to load.)

Board of Trustees - About the Board

- 2007 – [About the Board](#)
- 2008 – [About the Board](#)
- 2009 – [About the Board](#)
- 2010 – [About the Board](#)
- 2011 – [About the Board](#)



- 2012 – [About the Board](#)
- 2013 – [About the Board](#)
- 2015 – [About the Board](#)
- 2016 – [About the Board](#)
- 2017 – [About the Board](#) (it appears the template was not archived on this link. If you scroll down you can see the text content of the page)
- 2020 – [About the Board](#)
- 2021 – [About the Board](#) (template was not archived here either)
- 2022 – [About the Board](#)
- 2023 – [About the Board](#)
- 2024 – [About the Board](#)

Board of Trustees - Contact Page

- 2007 – The Board of Trustees was a sub-category of the President's office from 2007 - 2010, and therefore shared a contact page with the President's office – [President's Office contact page](#)
- 2010 – [Presidents Office contact page](#)
- 2011 – [Board Contact Page](#)
- 2012 – [Board Contact Page](#)
- 2015 – [Board Contact Page](#)
- 2016 – [Board Contact Page](#)
- 2017 – [Board Contact Page](#) (template did not archive, relevant information is under "Contact the Board of Trustees")
- 2020 – [Board Contact Page](#)
- 2021 – [Board Contact Page](#) (template did not archive, relevant information is under "Contact the Board of Trustees")
- 2022 – [Board Contact Page](#)
- 2023 – [Board Contact Page](#)
- 2024 – [Board Contact Page](#)

Is it secure and legally advisable for any email address of a Trustee's choosing, not just a Trustee's jccmi.edu email address, to be linked to the JC website?

The College's legal counsel and CIO have confirmed that Trustees may provide any email address of their choosing to be linked to the JC website. There are no security issues with a link for an email address from a standard provider.

Please note, anything involving the College is subject to FOIA unless it is covered by an exemption, regardless of what device upon which it is maintained.



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024</p>

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Information Requested by the Board</p> <p>9.3 Next Regular Board Meeting Topics – March 11, 2024</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<p>Description:</p> <p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (March 11, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <ul style="list-style-type: none"> • Policy Review: EL-12 Land Use • Policy Review: GP-02 Board Job Contributions • Policy Review: GP-04 Role of Board Chair • Policy Review: GP-10 Investment in Governance • Policy Review: BCD-00 Global Board Management Delegation • Interpretations Review: EL-12 Land Use • Evidence Review: EL-11 Entrepreneurial Activity • CEO Monitoring Compliance Schedule & Summary • Board Survey Review: GP-00 Governance Commitment • Board Survey Review: GP-01 Governing Style • Board Survey Review: BCD-06 CEO Compensation • Adrian Property Sale Agreement
<p>Resource Impact:</p> <p>None</p>
<p>Requested Board Action:</p> <p>Review of currently anticipated topics.</p>

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024



TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting

10.1 Principles of Policy Governance

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice.

The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

<https://governforimpact.org/resources/principles-of-policy-governance.html>

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 12, 2024

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
11.0 Meeting Content Review <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description: This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.
Resource Impact: None
Requested Board Action: Consideration of areas for meeting content improvement
Action Taken:



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 12, 2024</p>

TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></p>
<p>12.0 Adjourn*</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order</p>
<p>Description:</p> <p>Board action is required to adjourn the meeting.</p>
<p>Resource Impact:</p> <p>None</p>
<p>Requested Board Action:</p> <p>Meeting Adjournment</p>
<p>Action Taken:</p>