

Jackson College Board of Trustees Meeting

Regular Meeting

March 13, 2023 06:30 PM



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(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 8.8.22



Campus Arrival:

- Emmons Road Entrance has been reopened

Testing, Vaccinations & Illness:

- Continue to test 3-5 days after travel or large gatherings (note: The Health Clinic has the Pfizer booster available, appointment needed)

Classrooms & Campus Spaces

- Masks are encouraged in larger spaces (e.g., fieldhouse, community rooms, Music Hall etc.).
- Masks may be required in certain areas such as Health Clinic, specific work spaces and full capacity classrooms. *Signs will be posted.*
- *We also highly encourage you to keep a mask on you at all times, should the spaces you visit necessitate the usage of one*

As a matter of College Policy, at all times, all students, employees and visitors are required to remain off campus if they are exhibiting any level of illness, whether or not they believe it to be COVID-19.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
5:45pm Board Dinner [No Board discussion/decisions] <u>BOARD POLICY:</u> Open Meetings Act – Act 267 of 1976
Description:
<p>In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present.</p> <p>As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA "does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
Resource Impact:
None
Requested Board Action:
Board members partake in a purely social dinner gathering, prior to the regular Board meeting.
Action Taken:



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

Parliamentary procedure is a set of rules for conducting orderly meetings of the Board of Trustees that accomplish goals fairly. Excerpts from Robert's Rules of Order Newly Revised – 12th Ed. (RONR), includes provisions for small assemblies (i.e., a grouping of 12 or fewer members). These rules apply to the Board committees as well.

I. General Principles:

RONR provides that Board of Trustees meetings are not to be conducted with the formality of a large assembly, but some general principles apply. Namely:

1. A quorum must be present for business to be conducted.
2. All Trustees have equal rights, privileges and obligations.
3. No person should speak until recognized by the chairperson.
4. Personal remarks or sidebar discussions during debate are out of order.
5. Only one question at a time may be considered.
6. Only one person may have the floor at any one time.
7. Trustees have a right to know what the pending question is and to have it restated prior to a vote being taken.
8. Full and free discussion of every main motion is a basic right.
9. A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
10. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
11. The chair should always remain impartial.

II. Unique Components to Small Assemblies:

These rules/exceptions are called the *Rules of Order for Small Assemblies*. However, the following RONR modifications to the Rules for small assemblies are notable and must be adhered to:

1. Members are not required to obtain the floor before speaking or making a motion, which can be done while seated. The chairperson merely recognizes the person.
2. Motions need not be seconded, although the chair should repeat the motion so that the meeting knows what is being talked about and before there is a vote, the proposed resolution should be repeated by the chair unless the resolution is clear. (A long motion should be in writing to assist the chair.)

3. There is no limit on the number of times that a person can speak, although in boards and committees it is not proper for a member to speak if a person who has not spoken wishes to be recognized. It is never proper to interrupt.
4. Informal discussion on a topic is permitted, even though no motion is pending. (It is required, however, to stick to the agenda.)
5. When a proposal is perfectly clear to the assembly, a vote can be taken without a motion having been made, but the chair is responsible for expressing the resolution before it is put to a vote.
6. The chair need not rise while putting questions to a vote.
7. The chair can participate in the discussion and unless there is a rule or custom of the board or committee to the contrary, can make motions and vote.
8. In order to have the benefit of the committee's or board's matured judgment, no motions to close or limit debate (such as "calling the question") are permitted.

III. Amendments:

A "motion to amend" can accomplish one or more of the following: 1) Inserting new language; 2) Striking language; and 3) Striking language in favor of adding new language.

Any motion can be amended by a subsequent motion. If the person who made the original motion consent to the amendment, the amendment is then deemed to be "friendly" amendment and it does not require additional support from another person; additionally, the matter is not subject to debate. If an amendment is not deemed friendly, it does require a person to second the amendment. Such a motion must then be debated and voted upon, before the debate resumes on the original motion.

A person wishing to make an amendment cannot interrupt another speaker. The chair should allow full discussion of the amendment (being careful to restrict debate to the amendment, not the original motion) and should then have a vote taken on the amendment only, making sure the board members know they are voting on the amendment, but not on the original motion.

If the amendment is defeated, another amendment may be proposed, or discussion will proceed on the original motion.

If the amendment carries, the meeting does not necessarily vote immediately on the "motion as amended." Because the discussion of the principle of the original motion was not permitted during debate on the amendment, there may be members who want to speak now on the issue raised in the original motion.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
1.0 Call to Order & Pledge of Allegiance of the United States <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description:
Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: "I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".
Resource Impact:
None
Requested Board Action:
Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
2.0 Adoption of Minutes 2.1 Regular Board Meeting of 02.13.23 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:
Attached are the minutes of the most recent meeting of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees. Please note that, by law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting, and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.
Resource Impact:
None
Requested Board Action:
Consideration of the minutes for approval to the formal record of the Board.
Action Taken:



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center, 2nd Floor,
Boardroom

02.13.23

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 02.13.23, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairman John Crist, Vice-Chairwoman Sheila Patterson, Trustee Donna Lake, Trustee Sam Barnes, Trustee Matt Heins, Trustee Philip Hoffman, and Trustee Christopher Simpson

Board Member Excused Absence: None

Others Present Include: Dr. Daniel Phelan, Ms. Cindy Allen, Mr. John Globoker, Mr. Doug Yenor, Mr. Jeremy Frew, Ms. Kelly Crum, Ms. Ashley Van Heest, Mr. Jesse Wallenfang, Mr. Dan Casillo, Ms. Crystal Miller, Ms. Patricia Laurence

Chairperson John Crist called the meeting to order at 6:31PM Eastern Standard Time.

NEWLY-ELECTEED TRUSTEE ATTESTATION

In November 2022, Mr. Christopher A. Simpson and Mr. Philip E. Hoffman were elected by Jackson County to serve 6-year terms as members of the Jackson College Board of Trustees. Their written Board Member Acceptance of Office and Oath of Office were fully executed and submitted to the Jackson County Elections Director on 11.22.22.

At this meeting, both newly-elected Trustees expressed their commitment to the Board's Code of Conduct and verbally attested to the Oath of Office which was administered by Board Chairman Crist.

ADOPTION OF MINUTES

The draft minutes of the Regular Meeting of the Board of Trustees on 01.09.23 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

OWNERSHIP LINKAGE

PUBLIC COMMENTS:

Dan Casillo addressed the Board in support of Ron Douglas's nomination for the 2023 Distinguished Service Award, highlighting more than 58 years of service through his teaching and retirement, organizing community musical organizations, and the lasting legacy of his former students still teaching and performing in the Jackson area.

CEO COMMENTS:

Dr. Daniel Phelan presented the Board with materials for their review ahead of their annual retreat including the book *Trusteeship in Community Colleges: A Guide for Effective Governance* from ACCT and an updated white sheet with the Governor's budget recommendations from MCCA. Dr. Phelan also thanked Jesse Wallenfang for filling in for Keith Book to support the Board.

BOARD COMMENTS:

Vice Chairwoman Patterson reported on her recent conversation with a Jackson College alumna who will be returning to campus to teach for the Dental Hygiene program. Trustee Lake and Chair Crist praised the recent Sportsman Banquet and Spirit of the Sixties show that were both held on campus last weekend. Chairperson Crist and Trustee Simpson reported out on their recent attendance in Washington, DC at the ACCT National Legislative Summit and meetings with legislators.

LINKAGE COMMITTEE STATUS:

None

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: GP-01 Governing Style – Policy Review:

Policy GP-01 was considered by the Board for its regularly scheduled review.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY GP-01 GOVERNING STYLE WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: BCD-06 President Compensation – Policy Review:

Policy BCD-06 was considered by the Board for its regularly scheduled review.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY BCD-06 PRESIDENT COMPENSATION WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-11 Entrepreneurial Activity – Policy Review:

Policy EL-11 was considered by the Board for its regularly scheduled review.

MOTION BY VICE CHAIRPERSON PATTERSON TO APPROVE POLICY EL-11 ENTREPRENEURIAL ACTIVITY WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-11 Entrepreneurial Activity – Interpretations Review:

CEO Phelan presented his clarified interpretation recommendations for Policy EL-11 to the Board for their regularly scheduled review.

MOTION BY VICE CHAIRPERSON PATTERSON THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-11 ENTREPRENEURIAL ACTIVITY AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSENT / REQUIRED APPROVAL AGENDA

DISTINGUISHED SERVICE AWARD NOMINATIONS:

Discussion of nominees for the Board's Distinguished Service Award for 2023 ensued. It was noted that former Trustee Ed Mathein's retirement will require an additional award for 2023 in accordance with Board policies.

MOTION BY TRUSTEE HOFFMAN TO AUTHORIZE DR. EDWARD MATHEIN AS THE RECIPIENT OF THE BOARD'S DISTINGUISHED SERVICE AWARD FOR 2023. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

MOTION BY TRUSTEE LAKE TO RON DOUGLAS AS THE RECIPIENT OF THE BOARD'S DISTINGUISHED SERVICE AWARD FOR 2023. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

CROCKETT AWARD NOMINATIONS:

The Board considered the Jackson College Foundation's nominee for the Board's Crockett Award for 2023 – Tom and Nancy Evanson. Trustee Simpson noted that preparation of award materials and communications may need additional prudence as there is typically a single recipient for the Crockett Award.

MOTION BY TRUSTEE LAKE TO AUTHORIZE TOM AND NANCY EVANSON AS THE RECIPIENTS OF THE BOARD'S CROCKETT AWARD FOR 2023. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES,

HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

TRUSTEE PRESENTERS FOR COMMENCEMENT:

The Board considered who among them would present the Distinguished Service Award and the Crockett Award at the 2023 commencement ceremony. Trustee Hoffman volunteered to present the Distinguished Service Award to retired Trustee Mathein, Vice Chairperson Patterson volunteered to present the Distinguished Service Award to Ron Douglas, and Trustee Lake volunteered to present the Crockett Award to Tom and Nancy Evanson.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-10 Access to Education – Evidence Review: CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-10 Access to Education, indicating full compliance according to his previously approved interpretations.

MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-10 ACCESS TO EDUCATION AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided an update on reports, presented to the Board over the preceding 12 months with the compliance status noted. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2023.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: GP-11 Board Linkage with Ownership: CEO Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-11 Board Linkage with Ownership. Brief discussion ensued as full compliance was mutually agreed upon.

MONITORING BOARD PERFORMANCE: GP-14 Handling Operational Complaints: CEO Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-14 Handling Operational Complaints. Brief discussion ensued as full compliance was mutually agreed upon.

MONITORING BOARD PERFORMANCE: GP-15 Handling Alleged Policy Violations:

Chairman Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-15 Handling Alleged Policy Violations. Brief discussion ensued as full compliance was mutually agreed upon.

INFORMATION REQUEST BY THE BOARD

Special Audit Report Review:

At the request of the Board, and based upon recommendations of the Board's Audit Committee, the special audit documents were presented to the Board for their review. Discussion ensued. Audit Committee members appreciated the work of Plante Moran in undertaking the work, and noted that they were satisfied with the outcome of the audit.

Next Board Meeting Topics – March 13, 2023:

President Phelan provided the members a portend of items that are to come at the 3.13.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are the currently anticipated topics:

- Policy & Interpretations 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
- Evidence Review: EL-11 Entrepreneurial Activity
- Survey Results Review: GP-01 Governing Style
- Survey Results Review: BCD-06 President Compensation
- Board Consideration: Spring Planning Session Agenda

SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING

Principles of Policy Governance:

Members noted that, in their view, the meeting went per plan utilizing the 10 principles of Policy Governance.

MEETING CONTENT REVIEW

Trustees expressed that the content was sufficient.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:06pm ET.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
3.0 Declaration of Conflict of Interest* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
Description:
<p>Consistent with Board Policy, By-laws, and the standard of the Duty of Loyalty, this item is placed on the agenda for members to formally consider, and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
Resource Impact:
None
Requested Board Action:
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
<p>4.0 Ownership Linkage</p> <p>4.1 Public Comments (limit of 5 minutes per person)</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
Description:
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless otherwise established at the call of the Board Chair.</p> <p>The Chairperson may offer the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board: <i>"When addressing the Board, speakers are asked to be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></p> <p><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></p>
Resource Impact:
None
Requested Board Action:
Receive comments from persons wishing to address the Board.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
4.0 Ownership Linkage 4.2 Board & CEO Comments <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference
Description:
This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, members can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
<p>4.0 Ownership Linkage 4.3 Ownership Linkage Committee Status</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference</p>
Description:
<p>This item is placed on the agenda for both Chairperson Crist and Trustee Lake, as co-chairs of the Committee, to provide an update of the Ownership Linkage Committee and receive any Board comment.</p>
Resource Impact:
<p>None</p>
Requested Board Action:
<p>Consider update from Trustees regarding Ownership Linkage progress.</p>

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.1 GP-02 Board Job Contributions – Policy Review* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-02 Board Job Contributions
Description:
Linked for its regularly scheduled review is policy GP-02. It can be viewed here . At this time, I am not recommending any changes, nor have I received any recommendations for change from members.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy GP-02 Board Job Contributions.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.2 GP-04 Role of Board Chair – Policy Review* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-04 Role of Board Chair
Description:
Linked for its regularly scheduled review is policy GP-04. It can be viewed here . At this time, I am not recommending any changes, nor have I received any recommendations for change from Members.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy GP-04 Role of Board Chair.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.3 GP-10 Investment in Governance – Policy Review* <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-10 Investment in Governance</p>
Description:
<p>Linked for its regularly scheduled review is policy GP-10. It can be viewed here.</p> <p>At this time, I am not recommending any changes, nor have I received any recommendations for change from Members.</p>
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy GP-10 Investment in Governance.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.1 EL-12 Land Use – Policy Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-12 Land Use
Description:
Enclosed for your regularly scheduled review is policy EL-12 Land Use. I am recommending some minor changes since the Board last reviewed the policy for your consideration. Please find attached a version that tracks my recommended changes.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EL-12 Land Use.
Action Taken:



Governance Process	Ends
Board-President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Executive Limitations

Policy Title: Land Use

Policy Number: EL-12

Date Adopted: 11/11/19

Version: 2.0

Date Last Reviewed: 4.11.22

Office Responsible: ~~President's~~CEO's

Reviewing Committee: Board of Trustees

The ~~President~~CEO shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

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

1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.
2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.
3. Permit development that is not energy efficient and-, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.
4. Permit new development that does not meet at least one of the following criteria:
 - Provision of enhanced learning and ancillary space consistent with ~~Ends~~ ENDs achievement.
 - Extending the College's alliances with business, ~~and~~ industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.
 - Creation of opportunity to generate new revenue streams.
 - An opportunity to differentiate the College's learning and co-curricular environment.
 - Positioning the College as a leader in new programs targeted at future market opportunities.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Small Changes to policy to better align with College practices	CEO
4.11.22	2.0	Regular Review – Approved	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.2 EL-12 Land Use – Interpretations Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL- 12 Land Use
Description:
Enclosed for their regularly scheduled review are my interpretations for policy EL-12 Land Use. I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.
Resource Impact:
None
Requested Board Action:
Consideration of accepting or not accepting my interpretations for policy EL-12 Land Use.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 12 Land Use

Report Date: 03.13.23

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "Land Use". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

03.13.23

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

Date

POLICY STATEMENT:

The **CEO President** shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

INTERPRETATION:

The Board has further clarified "development that is inconsistent with the core business of the College" in policy items #1 and #2 below; "environmentally irresponsible" in policy item #3; and "aesthetically displeasing" in items #2 and #3; and "effective use of land" in policy items #1, #3 and #4 below. Compliance with those four items will constitute compliance with this policy.

This is interpretation is reasonable because it addresses all aspects of the global policy statement.

I am reporting compliance with items #2, #3 and #4 and partial compliance with #1. Therefore, I report partial compliance with this policy statement.

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

1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground prepared.
- b) There is a site development plan documenting all existing and future sites of performance spaces, fields, storage, parking lots, sidewalks, buildings, and roads.

This interpretation is reasonable because:

- An infrastructure plan is widely recognized as it provides decision-making data necessary for any future development; and
- The infrastructure mapplan of existing utilities and the site development plan are consistent with architectural, engineering and construction codes, and all legal requirements necessary for development to proceed.

2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.

INTERPRETATION:

Compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that:
 - Building design consistent with, and complementary to, existing campus design philosophy, facility design, and operational elements.
 - All affected property must be restored to original conditions.
- b) The President approves all joint ventures or partnerships.

This is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained and ultimately reviewed by the CEO.

3. Permit development, new construction or reconstruction that is not energy efficient or does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.

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INTERPRETATION:

Compliance will be demonstrated when:

- a) All development projects have met regulations set by local, state, federal environmental entities.
- b) Third party natural landscaping expert confirms that all planned projects include complementary natural landscape elements.
- c) Project design provide for energy efficient, low-cost operation and considers LEED certification standards.

4. Permit new development that does not meet at least one of the following criteria:

- Provision of enhanced learning and ancillary space consistent with **ENDS** achievement.
- Extending the College's alliances with business, ~~and industry, colleges, universities, or other organizationally mission-compatible non-profit organizations, organizations.~~
- Creation of opportunity to generate new revenue streams.
- An opportunity to differentiate the College's learning **and co-curricular** environment.
- Positioning the College as a leader in new programs targeted at future market opportunities.

INTERPRETATION:

Compliance will be demonstrated when:

- a) When all undertaken projects are consistent with at least one of the criteria listed in this policy section.
- b) ~~When a~~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 requires the CEO to will provide explicit demonstration of compliance with ~~the~~ said criteria.



Jackson College Board of Trustees

Monitoring Report: EL – 12 Land Use

Report Date: 03.13.23

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "Land Use". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

03.13.23

Date

POLICY STATEMENT:

The CEO shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

INTERPRETATION:

The Board has further clarified "development that is inconsistent with the core business of the College" in policy items #1 and #2 below; "environmentally irresponsible" in policy item #3; and "aesthetically displeasing" in items #2 and #3; and "effective use of land" in policy items #1, #3 and #4 below. Compliance with those four items will constitute compliance with this policy.

This interpretation is reasonable because it addresses all aspects of the global policy statement.

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

- 1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground prepared.
- b) There is a site development plan documenting all existing and future sites of performance spaces, fields, storage, parking lots, sidewalks, buildings, and roads.

This interpretation is reasonable because:

- An infrastructure plan is widely recognized as providing decision-making data necessary for any future development; and
- The infrastructure map of existing utilities and the site development plan are consistent with architectural, engineering and construction codes, and all legal requirements necessary for development to proceed.

- 2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that:
 - Building design consistent with, and complementary to, existing campus design philosophy, facility design, and operational elements.
- b) The President approves all joint ventures or partnerships.

This is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained and ultimately reviewed by the CEO.

- 3. Permit development, new construction or reconstruction that is not energy efficient or does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All development projects have met regulations set by local, state, federal environmental entities.
- b) Third party natural landscaping expert confirms that all planned projects include complementary natural landscape elements.
- c) Project design provide for energy efficient, low-cost operation and considers LEED certification standards.

This interpretation is a reasonable interpretation because it considers industry standards, as well as meets regulations set forth by local, state, and federal bodies.

4. Permit new development that does not meet at least one of the following criteria:

- **Provision of enhanced learning and ancillary space consistent with ENDs achievement.**
- **Extending the College's alliances with business, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College's learning and co-curricular environment.**
- **Positioning the College as a leader in new programs targeted at future market opportunities.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) When all undertaken projects are consistent with at least one of the criteria listed in this policy section.
- 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 requires the CEO to provide explicit demonstration of compliance with said criteria.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:	
6.0	Consent / Required Approval Agenda
6.1	Board Consideration
6.1.1	Spring Planning Session Agenda
<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda	
Description:	
<p>Enclosed, please find a draft agenda for consideration at the Board's Spring Planning Session scheduled for Friday, April 7th, 2023, 7:30am – 2:00pm, in the Bert Walker Community Rooms.</p> <p>As a reminder, I propose that this meeting allow members of my Leadership Team to be present.</p>	
Resource Impact:	
None	
Requested Board Action:	
Approve an agenda for the Board's Spring Planning Session.	
Action Taken:	

BOARD OF TRUSTEES SPRING PLANNING SESSION

Action & Information Report

Board Meeting Date: April 7, 2023



Jackson College

Monday, 04.07.23 – Bert Walker Hall Community Rooms 144 & 145

7:30 AM – Board Breakfast [No Board discussion/decisions]

8:00 AM – Board of Trustees Spring Planning Session

AGENDA

- | | |
|----------------|--|
| 7:30am | BREAKFAST |
| 8:00am | 1.0 Call to Order & Pledge of Allegiance |
| 8:31am | 2.0 Declaration of Conflict of Interest * |
| 8:32am | 3.0 Public Comments (comments limited to 5 minutes) |
| 8:33am | 4.0 FY'24 Context Setting Discussion |
| | 4.1 Environmental Indicators |
| | 4.2 Strategic Agenda |
| 10:00am | 5.0 Budget Discussion |
| | 5.1 FY'23 Performance |
| | 5.2 Cash Control Update / Cybersecurity Update |
| | 5.3 Proposed FY'24 Budget Targets |
| | 5.4. Capital Master Plan for FY '24 |
| | 5.5. Long-Term Debt Review |
| | 5.6. Earlier Budget Consideration for Approval |
| 11:30am | LUNCH |
| 12:00pm | 6.0 Other College Items |
| | 6.1 Consideration of Board Committees |
| | 6.2 College Feature |
| | 6.2.1 Process Mapping (PRR) |
| | 6.2.2 Student Success Rates & Retention |
| 1:30pm | 7.0 Board Items/Comments |
| | 7.1 Review of Summer Retreat Agenda & Book Assignment |
| 1:55pm | 8.0 Plus/Delta |
| 2:00pm | 9.0 Adjourn * |

(*) INDICATES A ROLL-CALL ITEM

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:	
6.0	Consent / Required Approval Agenda
6.1	Board Consideration
6.1.2	Trustee Presenter for Commencement – Distinguished Service Award
<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board	
Description:	
<p>At the February 13, 2023, Trustee Hoffman volunteered to present a Distinguished Service Award to Dr. Edward Mathein. Trustee Hoffman will no longer be able to attend the Commencement ceremony, which will occur on Saturday, April 29th, 2023, at 10am. Should there be inclement weather, Commencement will still occur on the same date, but it will be moved inside to the Sheffer Music Hall and two ceremonies will be held on that day to accommodate all those wishing to participate (one ceremony at 10am and another at 2pm).</p> <p>Given this, I would ask for a new recommendation for the Board of Trustee presenter at the 2023 ceremony for Distinguished Service Award recipient Dr. Edward Mathein.</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration of Board of Trustee presenter for Distinguished Service Award recipient Dr. Edward Mathein at the 2023 graduation ceremony.	
Action Taken:	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.1 EL-11 Entrepreneurial Activity – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL- 11 Entrepreneurial Activity.

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-11 for evidence of compliance with a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 03.13.23

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

This Executive Limitations – Entrepreneurial Activity Monitoring Report is presented to the Jackson College Board of Trustees for consideration. I hereby certify that the information contained in herein is true, accurate, and represents compliance, within my interpretation, for the policies established by the Board, unless specifically stated otherwise. Additionally, and unless otherwise noted within the report, all of my interpretations of the policy remain unchanged from the previous Monitoring Report.

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

Date

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 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 incorporating 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.

EVIDENCE:

- a) As the Board is aware, prior to FY '22, though analyses were conducted, no formal business plans were created or maintained. Beginning in FY '22, new business plans are being generated and retained by the College's Business Office. To date no new business plans have been generated since the beginning of FY '22.
- b) Confirmation that all activities were considered by the CEO, in projections for fully-burdened expenses, and annual revenues over expenses.

Activity	Activity Type	Revenue/Expense Ratio
Child Care	Mission-Support	0.31
Jets Store	Mission-Support	0.69
Hospitality Services	Mission-Support	0.53
Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.04
JPEC	Mission-Support	1.69
DK Security	Mission-Support	N/A
TRIO	Grant-Based Mission Support	0.97
Perkins	Grant-Based Missions Support	0.95

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, 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.

EVIDENCE:

a – b) The table below provides all entrepreneurial and mission-support activities to ensure they meet one of the above criteria.

Activity	All Applicable Criteria	Specific rational for the criteria
Child Care	Directly contributes to achievement of ENDS E-01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education.
Jets Store	Directly contributes to achievement of ENDS E-01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items) are important, particularly since the College has resident students and the Central Campus is some distance from resources they may need

Activity	All Applicable Criteria	Specific rational for the criteria
Hospitality Services	<p>Directly contributes to achievement of ENDS E-01.</p> <p>Generates revenue from non-traditional sources in order to ensure the ongoing viability of the institution through a new business model design;</p> <p>Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and</p> <p>Contributes to partnerships and alliances with community organizations;</p>	<p>Catering is an obvious revenue growth area for the College. This is beyond the traditional hospitality services for students' meal plans, meals for employees, and for other campus activities. Further, given that our catering services are now a College operation, versus an external vendor, our name and connection to the broader community is enhanced.</p>
Oasis Center	<p>Directly contributes to achievement of ENDS E-01 (3.3)</p>	<p>Mental wellness is a topic of increasing concern due, in part, to COVID. Providing services to students to improve their mental health, and hopefully intercept instances of suicide, are important in our service to the whole student. This service is also available to our employees, as they too struggle with changing our new social realities.</p>
Medical Clinic	<p>Directly contributes to achievement of ENDS E-01 (3.2; 3.3; 4.1)</p> <p>Enhances student learning opportunities</p>	<p>Physical well-being is vital to student learning. Furthermore, this clinic provides for clinical opportunities for nursing and allied health student's curricular requirements.</p> <p>Additionally,, insofar as the College has a student residence program, proximity to health care is essential given that many students do not have reliable transportation, and the bus service available at the College my not meet particular, urgent student needs. This Clinic is also available to our College employees.</p>

Activity	All Applicable Criteria	Specific rational for the criteria
JPEC	Directly contributes to achievement of ENDS E-01 (3.1; 3.2; 3.3; 5.3) Positions the College as an innovative leader in areas that may provide new market opportunities.	Few community colleges nationally have a 6-13 grade public school academy on their campus, yet research demonstrates that having a campus presence leads to more college-going behaviors. Further, JPEC's placement on the Central Campus provides multiple opportunities for dual-enrollment educational experiences.
DK Security	Directly contributes to achievement of ENDS E-01 (3.3; 5.4)	The ability for students to learn in a safe environment is essential to learning and is deemed vital given the number of evening classes, events, and for the benefit of student residents. The physical presence of security services at all instructional sites helps to reduce crime. Over the course of the next few weeks, I will be undertaking a comprehensive review of our security services practice.

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 reveals 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.

EVIDENCE:

- a) The table below provides an analysis of all grant activity and associate Billing Contact Hour activity and ENDS relationship.

Grant	BCH Contribution	Specific ENDS contribution
TRIO	111 students currently participate in the TRIO program, all of which 41 students register part- time or less and 70 register as full-time students, thereby generating 1,883 additional billing contact hours per year.	<p>The TRIO grant is awarded on a five-year cycle, with the annual budget being approved once a year in September based on the Jackson College TRIO grant and the US Department of Education approved overall budget.</p> <p>The TRIO Grant is able to serve 150 students total who are first generation college students or have a documented disability or who are income eligible based on the State of Michigan's poverty level (changes every year).</p> <p>TRIO will award between 20-25 students with grant aid, based on DOE qualifications. The total grant award to distribute is 15,000.</p>

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: March 13, 2023</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:
<p>7.0 Monitoring CEO Performance</p> <p>7.2 CEO Monitoring Compliance Schedule & Summary</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
Description:
<p>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.</p> <p>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).</p>
Requested Board Action:
Discussion surrounding the President'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
E – 01 Board Ends	8.8.22	Yes	n/a`	n/a	n/a	n/a	Compliant 8.8.22
EL – 00 General Executive Constraint	First presented 6.13.22, with evidence follow-up 9.12.22	Yes	As this was the first review of the policy, only the interpretations were available for review 6.13.22. Evidence was reviewed on 9.12.22.	n/a	n/a	No capacity for monitoring as scheduled in September 2021.	Compliant 9.12.22
EL – 01 Treatment of Students	10.10.22	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	4.11.22, - Fully Compliant Follow-up 9.12.22	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22
EL – 03 Planning	8.8.22	Yes		n/a	n/a	n/a	Compliant 8.8.22
EL – 04 Financial Conditions & Activities	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22



President/CEO Monitoring Report Compliance

Jackson College

EL – 05 Asset Protection	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 06 Investments	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 07 Compensation and Benefits	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 08 Communication & Support to the Board	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
EL – 09 Organization Culture	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 10 Access to Education	2.13.23	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 3.14.22
EL – 12 Land Use	4.11.22 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Space Observatory, but is anticipated	FY'23		Installation of the Space Observatory not anticipated to begin until	Partially Compliant 4.11.22



President/CEO Monitoring Report Compliance

Jackson College

			to begin in FY '23, post-pandemic.			FY '23, post-pandemic.	
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2023 - 2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2023-2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 9, 2023	<u>Review EL-10</u> Access to Education (JEREMY) <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations <u>(2024 – Review GP-07</u> Ownership Linkage Committee ToR)	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-06</u> Audit Committee Terms of Reference <u>Monitor GP-13</u> Special Rules of Order <u>(2024 - Monitor BCD-02</u> Accountability of the President)
February 13, 2023	<u>Review EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> President Compensation <u>(2024 – Review GP-00</u> Governance Commitment)	<u>Monitor EL-10</u> Access to Education (JEREMY) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations <u>(2024 – Monitor GP-07</u> Ownership Linkage Committee ToR)
March 13, 2023	<u>Review EL-12</u> Land Use (JASON) <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>(2024 – 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> President Compensation <u>(2024 – Monitor GP-00</u> Governance Commitment)
April 10, 2023	<u>Review EL-05</u> Asset Protection (JOHN) <u>Review EL-06</u> Investment (JOHN) <u>Review BCD-05</u> President Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>(2024 – Review GP-12</u> Board Linkage with Other Organizations)	<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>(2024 – Monitor BCD-00</u> Global Board Management Delegation)
May 8, 2023	<u>Review EL-03</u> Planning (JOHN) <u>Review GP-09</u> Board Code of Conduct <u>Review GP-12</u> Board Linkage with External Organizations	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investment (JOHN) <u>Monitor BCD-05</u> President Succession <u>Monitor GP-03</u> board Planning Cycle & Agenda Control <u>(2024 – Monitor GP-12</u> Board Linkage with Other Organizations)
June 12, 2023	<u>Review EL-00</u> General Executive Constraint (PHELAN) <u>Review E-01</u> Ends (JEREMY)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct <u>Monitor GP-12</u> Board Linkage with External Organizations

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

August 4, 2023	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to President <u>Review BCD-04</u> Monitoring President Performance	<u>Monitor EL-00</u> General Executive Constraint (PHELAN) <u>Monitor E-01</u> Ends (JEREMY)
September 11, 2023	<u>Review EL-01</u> Treatment of Students (CINDY/JEREMY) <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>Follow up:</u> <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor BCD-03</u> Delegation to President <u>Monitor BCD-04</u> Monitoring President Performance <u>Monitor GP-07</u> Board Committee Principles
October 9, 2023	<u>Review EL-04</u> Financial Conditions & Activities (JOHN) <u>Review EL-08</u> Communication & Support to the Board (PHELAN)	<u>Monitor EL-01</u> Treatment of Students (CINDY/JEREMY) <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 13, 2023	<u>Review EL-09</u> Organization Culture (CINDY) <u>Review EL-07</u> Compensation & Benefits (CINDY) <u>Review GP-06</u> Audit Committee Terms of Reference <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the President	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
8.0 Monitoring Board Performance 8.1 GP-01 Governing Style – Survey Result Review <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: GP-01 Governing Style
Description:
<p>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.</p> <p>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.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
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-01 Governing Style DATE:3.13.2023

1. *Number of Response: 6*

2. *Policy opening statement:*

The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

Have we acted consistently with this item of policy?

Always	6
Most of the time	0
Some of the time	0
Rarely	0
Never	0



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

- N/A

4. *1.0: The Board will cultivate a sense of group responsibility. The Board, not the President, will be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, Board committees and the President to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.*

Have we acted consistently with this item of policy?

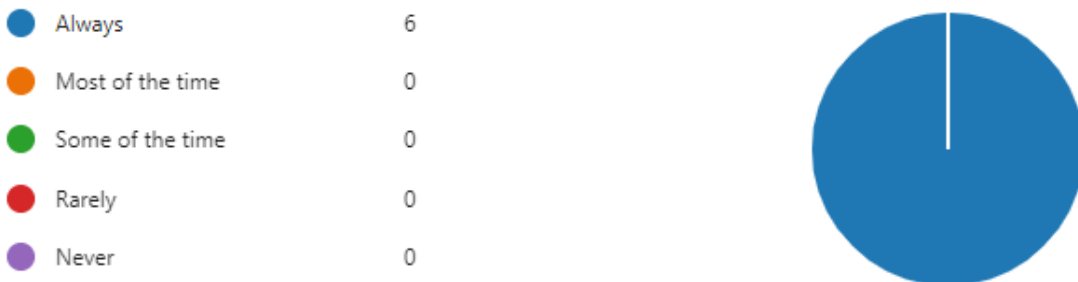


5. Provide specific representative examples to support your above response when applicable.

- *"I think we are still in the learning stage when it comes to initiating policy. I feel that we rely heavily on Dr. Phelan to guide us in this area. We most certainly approve the policies."*

6. **2.0: The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owner's values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.**

Have we acted consistently with this item of policy?



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

- N/A

8. **3.0: The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capacity. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.**

Have we acted consistently with this item of policy?



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

- *“Do we have an expectation for attendance? If so, what is it?”*

10. **4.0: The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.**

Have we acted consistently with this item of policy?



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

- *N/A*

12. Other Board Comments:

- *N/A*

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
8.0 Monitoring Board Performance 8.2 BCD-06 President Compensation – Survey Result Review <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-06 President Compensation
Description:
<p>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.</p> <p>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 in order 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.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
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: BCD-06 President Compensation DATE: 3.13.2023

1. *Number of Response: 6*

2. *Policy opening statement:*

The President's compensation will be decided by the Board, acting as a body politic and based on organizational performance and executive market conditions.

Have we acted consistently with this item of policy

Always	6
Most of the time	0
Some of the time	0
Rarely	0
Never	0

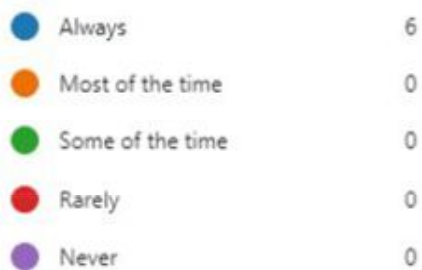


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: Organizational performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.*

Have we acted consistently with this item of policy?

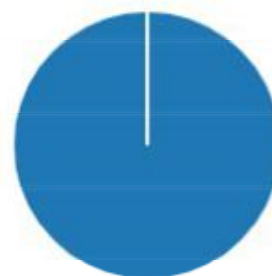
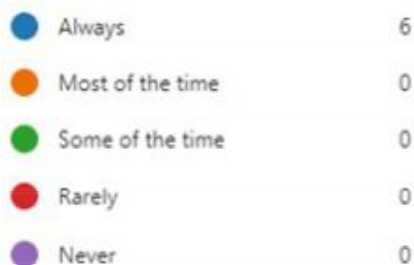


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. ***2.0: Compensation will cover the entire range of salary, benefits, and all other forms of compensation.***

Have we acted consistently with this item of policy?



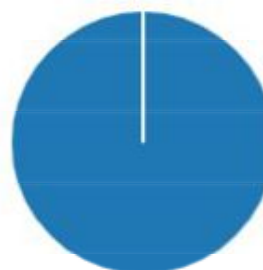
7. Provide specific representative examples to support your above response when q

- N/A

8. ***3.0: Compensation is to be competitive with similar performance within the marketplace while placing a substantial portion of the President's compensation at risk by tying it to Ends achievement and compliance with Executive Limitations policies. The executive marketplace to be considered is organizations of comparable size, challenges, and complexities.***

Have we acted consistently with this item of policy?

Always	6
Most of the time	0
Some of the time	0
Rarely	0
Never	0



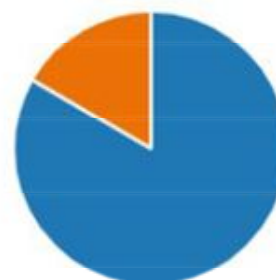
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **3.1: If the President substantially achieves Ends and complies with Executive Limitations his/her annual base salary will be set at market value. Market Value will be determined utilizing research from an outside third party.**

Have we acted consistently with this item of policy?

Always	5
Most of the time	1
Some of the time	0
Rarely	0
Never	0

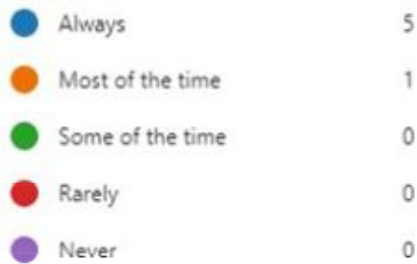


11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **3.2: The Board may award a bonus to the President based on a set of Ends-related criteria agreed upon with the President.**

Have we acted consistently with this item of policy?

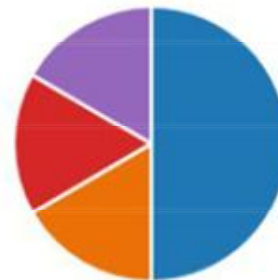


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **4.0: A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.**

Have we acted consistently with this item of policy?



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

- *"I was having a difficult time with this question since, during my service in the board, we have not needed to form such a committee for said purpose."*

16. Other Board Comments:

- N/A

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.1 Next Regular Board Meeting Topics – April 10, 2023</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
Description:
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (April 10, 2023). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> • Policy & Interpretations Review: EL-05 Asset Protection • Policy & Interpretations Review: EL-06 Investment • Policy Review: BCD-05 President Succession • Policy Review: GP-03 Board Planning Cycle & Agenda Control • Evidence Review: EL-12 Land Use • Survey Results Review: GP-02 Board Job Contributions • Survey Results Review: GP-04 Role of Board Chair • Survey Results Review: GP-10 Investment in Governance • Board Consideration: Spring Planning Session Agenda • FY 2023 Q3 Financial Report • Closed Session: Contract Negotiations <p>Please feel free to offer other agenda items at this point on the agenda.</p>
Resource Impact:
None
Requested Board Action:
Review of currently anticipated topics.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2023



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

Subject to be Discussed and Policy Reference:
10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 10.1 Principles of Policy Governance <u>BOARD POLICY:</u> 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: March 13, 2023

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

Subject to be Discussed and Policy Reference:
11.0 Meeting Content Review <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
Description:
<p>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.</p>
Resource Impact:
None
Requested Board Action:
Consideration of areas for meeting content improvement
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2023



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

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