

**Jackson College  
Board of Trustees Meeting  
Regular Meeting - Monday, April 12, 2021  
6:30PM**



**AGENDA**

- 1.0 Call to Order & Pledge of Allegiance**
- 2.0 Adoption of Minutes**
  - 2.1 Regular Board Meeting, Dated 3.8.21
- 3.0 Declaration of Conflict of Interest**
- 4.0 Ownership Linkage**
  - 4.1 Public Comments (limit of 5 minutes per person)
  - 4.2 Board Comments
- 5.0 Monitoring Board Performance**
  - 5.1 GP – 02 Board Job Contributions
  - 5.2 GP – 04 Role of Board Chair
- 6.0 Items for Decision**
  - 6.1 Governance Process
    - 6.1.1 Policy Review: GP – 02 Board Job Contributions
    - 6.1.2 Policy Review: GP – 04 Role of Board Chair
  - 6.2 Executive Limitations
    - 6.2.1 Consideration of Appointment of JPEC Governor Suzanne Jones
    - 6.2.2 Policy Change Recommendations: EL – 12 Land Use
- 7.0 Monitoring CEO Performance**
  - 7.1 EL – 12 Land Use
- 8.0 Information Requested by the Board**
  - 8.1 Diversity, Equity and Belonging Practices
  - 8.2 Q3 Financial Review
- 9.0 Self-Evaluation of Governance Process & Board Performance at this Meeting**
  - 9.1 Principles of Policy Governance
- 10.0 Meeting Content Review**
- 11.0 Adjourn**



## **REGULAR MEETING OF THE BOARD OF TRUSTEES**

Jackson College

Virtual/Electronic Meeting – Via Zoom Video Communications

March 8, 2021

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The regular meeting of the Board of Trustees of Jackson College was held on Monday, March 8, 2021 electronically on the Zoom video conferencing platform.

*Board Members Present:* Chairman, Sam Barnes; Vice Chairman, John Crist; Trustee; Donna Lake, Trustee; Philip Hoffman, Secretary, Sheila Patterson and Trustee Dr. Ed Mathein.

*Board Member Excused Absence:* Trustee Matt Heins

*Others Present:* Dr. Daniel J. Phelan, Sara Perkin, Darrell Norris, Jason Valente, Jeremy Frew, Jim Jones, Steve Tuckey, Alana Tuckey, Kelly Chambers, Randy Bentley and Michael Masters.

Chairman Sam Barnes called the meeting to order at 6:30pm Eastern Daylight Time.

### **TRUSTEE DECLARATIONS PER MICHIGAN PUBLIC ACT NO 228 PA OF 2020**

All Trustees declared that they are attending remotely purpose(s) other than military duty.

- Trustee Crist declared he is attending virtually, not because of military duty, and he was in Summit Township, Jackson County in Michigan.
- Trustee Mathein declared he is attending virtually, not because of military duty, and he was at his residence in Summit Township, Michigan.
- Trustee Lake declared she is attending virtually, not because of military duty, and she was at her residence in Jackson Michigan.
- Trustee Patterson declared she was attending virtually, not because of military duty, and she is at her residence in the City of Jackson Michigan.
- Trustee Hoffman declared he is attending virtually, not because of military duty, and he was at his residence in Siesta Keyes, Sarasota County, Michigan
- Chairman Barnes declared he is attending virtually, not because of military duty and he was at his residence in the City of Jackson Michigan.

### **ADOPTION OF MINUTES**

The minutes of the regular Board meeting of February 1, 2021 were reviewed by the Board. A minor change was brought forward by Trustee Mathein. The modified minutes were moved into the record by Chairman Barnes, on behalf of the Trustees.

## **DECLARATION OF CONFLICT OF INTEREST**

There were no conflicts of interest expressed by Trustees.

## **BOARD COMMENTS**

Trustee Mathein reminded that our virus-free record for our Dental Hygiene students has been great related to COVID-19 precautions and he feels the board is safe to meet in person.

## **MONITORING BOARD PERFORMANCE**

*Board Self-Monitoring Worksheet of GP-01 Governing Style*

The Board discussed the self-monitoring worksheet they completed for GP-01 Governing Style.

## **GOVERNANCE PROCESS**

*Governing Style*

The board held a policy review of policy GP-01 Governing Style.

**MOTION BY TRUSTEE HOFFMAN** “To approve policy GP-01 Governing Style as presented.” **ROLL CALL VOTE: TRUSTEES MATHEIN, LAKE, HOFFMAN, PATTERSON, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*By-Laws Revision*

Discussion focused on the proposed edits to the Bylaws, which were brought back for a second reading following changes from the March meeting.

**MOTION BY TRUSTEE CRIST** “To approve the Bylaws as presented.” **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, MATHEIN, LAKE, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*Policy Review GP-14 Handling Operational Complaints*

Following discussion of the policy, changes were recommended. This policy was brought back for a second reading from the March meeting.

**MOTION BY TRUSTEE MATHEIN** “To approve policy GP-14 Handling Operational Complaints as presented.” **ROLL CALL VOTE: TRUSTEES LAKE, PATTERSON, HOFFMAN, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*Spring Planning Session Agenda*

President Phelan shared a draft agenda for the 2021 Spring Planning Session.

**MOTION BY TRUSTEE MATHEIN** “To approve the 2021 Spring Planning Session agenda as presented.” **ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, CRIST, MATHEIN, LAKE AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

## **EXECUTIVE LIMITATIONS**

### *Elimination of policy EL-11 Ends Focus of Grants or Contracts*

President Phelan proposed the elimination of policy EL-11 Ends Focus of Grants or Contracts. Relevant content has been combined into EL-13 Entrepreneurial Activity.

**MOTION BY TRUSTEE CRIST** “To eliminate policy EL-11 Ends Focus of Grants or Contracts.” **ROLL CALL VOTE: TRUSTEES MATHEIN, LAKE, PATTERSON, HOFFMAN, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *Policy Review EL-13 Entrepreneurial Activity*

President Phelan presented proposed changed to policy EL-13 Entrepreneurial Activity, which also included language related to Grants.

**MOTION BY TRUSTEE MATHEIN** “To approve policy EL-13 Entrepreneurial Activity as presented.” **ROLL CALL VOTE: TRUSTEES HOFFMAN, LAKE, MATHEIN, PATTERSON, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *Distinguished Service Award Recipient*

President Phelan shared information related to the Board’s candidate for the 2021 Distinguished Service Award. President Phelan will notify Mr. O’Connor of this recognition.

**MOTION BY TRUSTEE MATHEIN** “To approve Greg O’Connor as the 2021 recipient of the Distinguished Service Award recipient.” **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *Crockett Award Recipient*

President Phelan shared the Jackson College Foundations recommendation for the 2021 Crockett Award Recipient as Charles Birney.

**MOTION BY TRUSTEE LAKE** “To approve Charles Birney as the 2021 recipient of the Crockett Award recipient.” **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *Consideration of Property Sale*

President Phelan presented a proposal to purchase the College’s flight building at the Jackson Airport. Over the previous bids, this proposal includes an increased purchase amount and the absent requirement to remove the Avgas tank.

**MOTION BY TRUSTEE PATTERSON** “To accept the bid received for the sale of the building at the Jackson Airport and to grant President Phelan the authority to execute this agreement.” **ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON,**

**MATHEIN, CRIST, LAKE AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**MONITORING CEO PERFORMANCE**

*EL-13 Entrepreneurial Activity*

President Phelan presented highlights from the EL-13 Entrepreneurial Activity monitoring report.

**MOTION BY TRUSTEE MATHEIN** “That the Board agrees with President’s interpretation as noted herein and that the President is in full compliance with EL-13 Entrepreneurial Activity.” **ROLL CALL VOTE: TRUSTEES HOFFMAN, LAKE, CRIST, MATHEIN, PATTERSON, AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

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

There were no comments or discussion.

**MEETING CONTENT REVIEW**

Chairman Barnes commented the material was well put together. Trustee Mathein commented that the explanation of policy changes by President Phelan was very helpful.

**ADJOURN**

**MOTION BY TRUSTEE HOFFMAN** “To adjourn.” **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, MATHEIN, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Meeting adjourned at 7:22PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, March 8, 2021 were approved at the regular meeting of the Board held on April 12, 2021.



Secretary



Chairman

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

- 4.0 Ownership Linkage
  - 4.1 Public Comments (limit of 5 minutes per person)
  - 4.2 Board Comments

**Description:**

This item is placed on the agenda for anyone to provide comments to the Board of Trustees. This is the only open-forum during each regularly scheduled board meeting. Comments are limited to five (5) minutes unless a significant number of people plan to speak, in which case, the Board Chair may limit a person's comments to less than five (5) minutes.

When addressing the Board, speakers are required to be respectful and civil. All individual, personnel, or student matters should be directed to the appropriate College department, rather than bringing them to the Board, as these are operational items versus policy matters. As a standard practice, the Board does not respond in this 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.

Board Members have the opportunity to share any appropriate comments during this timeframe.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 12, 2021



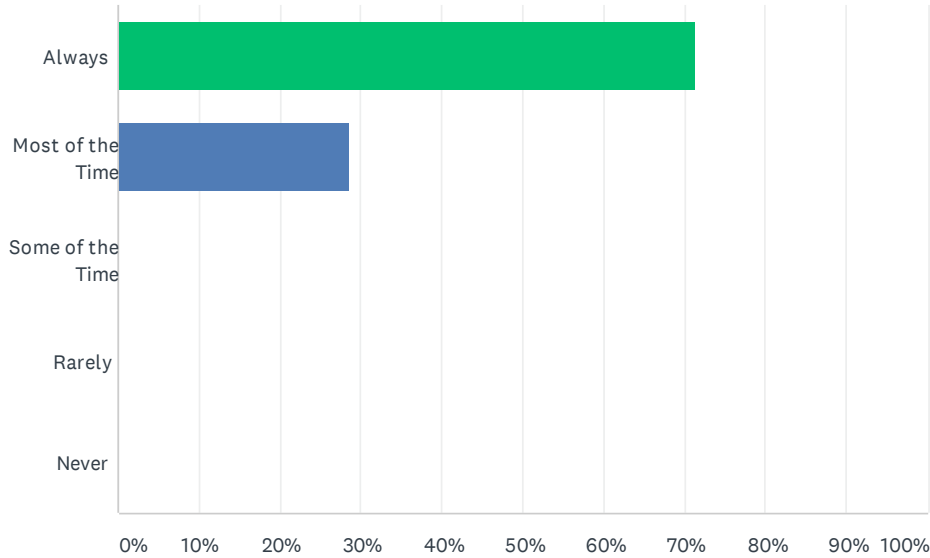
**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President

<b>Subject to be Discussed:</b>
5.1 Monitoring Board Performance of GP- 02 Board Job Contributions
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation survey of Governance Process and Board CEO Delegation policies at the time they are reviewed.</p> <p>The intention of this effort is to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion should 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 boards discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>
None

JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

**Q1 POLICY STATEMENT: As an informed agent of the Ownership, the Jackson College Board of Trustee’s specific job products are those that ensure appropriate organizational performance.**

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	71.43%	5
Most of the Time	28.57%	2
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

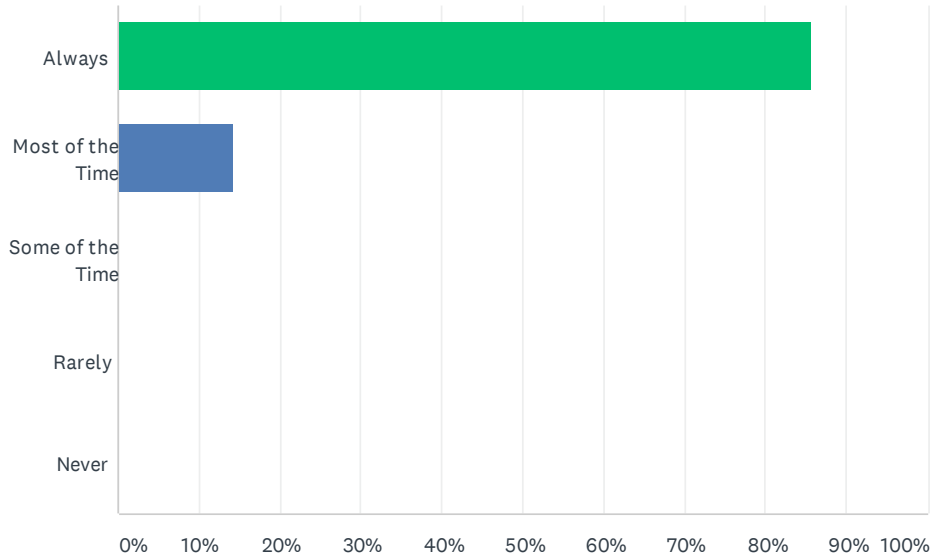
#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	The reason we invested the necessary time and effort to refine and purify the already existent Carter Governance Policies.	4/6/2021 9:35 PM



JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

Q2 Accordingly, the Board has direct responsibility to create:1. The link between the Owners and the College.

Answered: 7 Skipped: 0



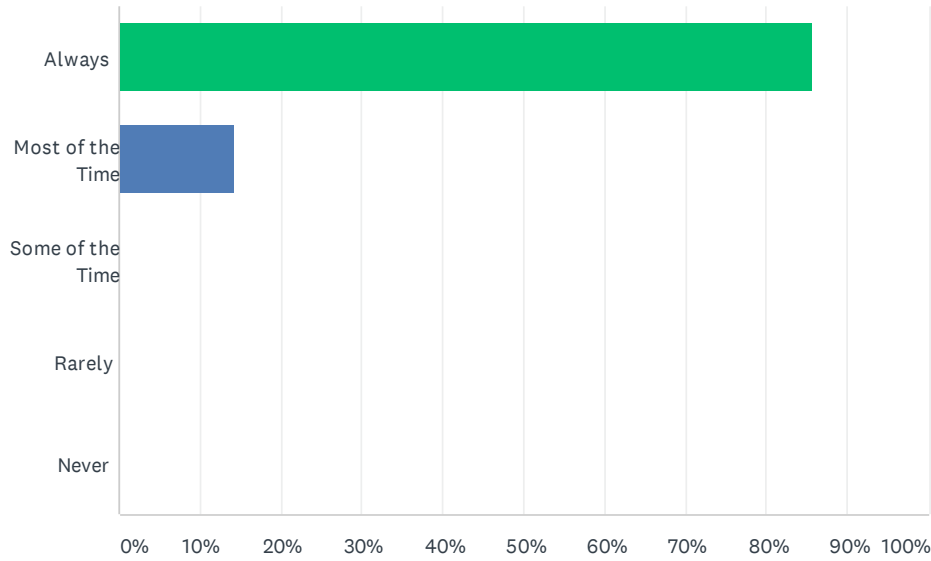
ANSWER CHOICES	RESPONSES
Always	85.71% 6
Most of the Time	14.29% 1
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	Our efforts here are in their nascent stages with follow through our goal	4/6/2021 9:35 PM

JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

Q3 Accordingly, the Board has direct responsibility to create:Written governing policies that address the broadest levels of all organizational decisions and situations:2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what worth.

Answered: 7 Skipped: 0



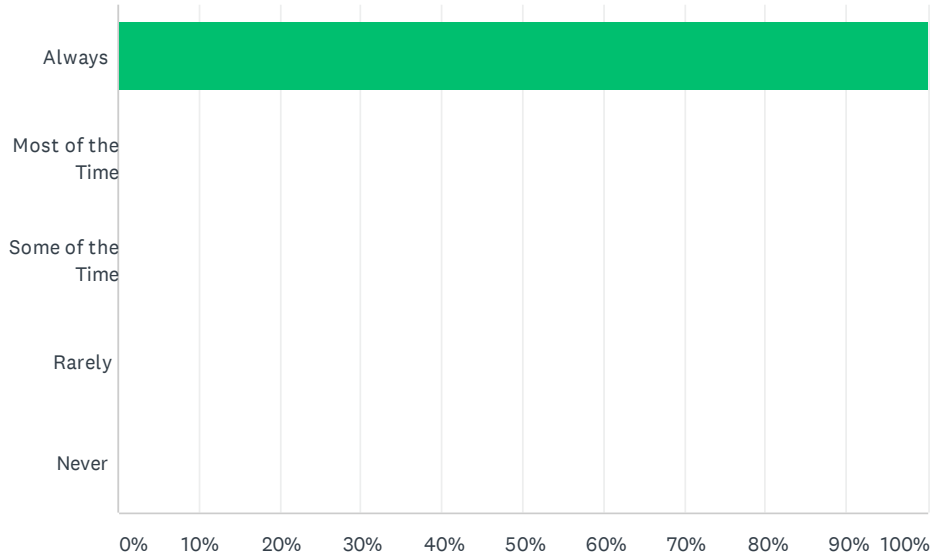
ANSWER CHOICES	RESPONSES	
Always	85.71%	6
Most of the Time	14.29%	1
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
1	That is the definition of Ends, and we certainly try to apply that definition in what we do as a board.	4/7/2021 9:31 PM
2	The focus of ALL our Policies just re-organized	4/6/2021 9:35 PM

JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

Q4 Accordingly, the Board has direct responsibility to create:Written governing policies that address the broadest levels of all organizational decisions and situations:2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.

Answered: 7 Skipped: 0



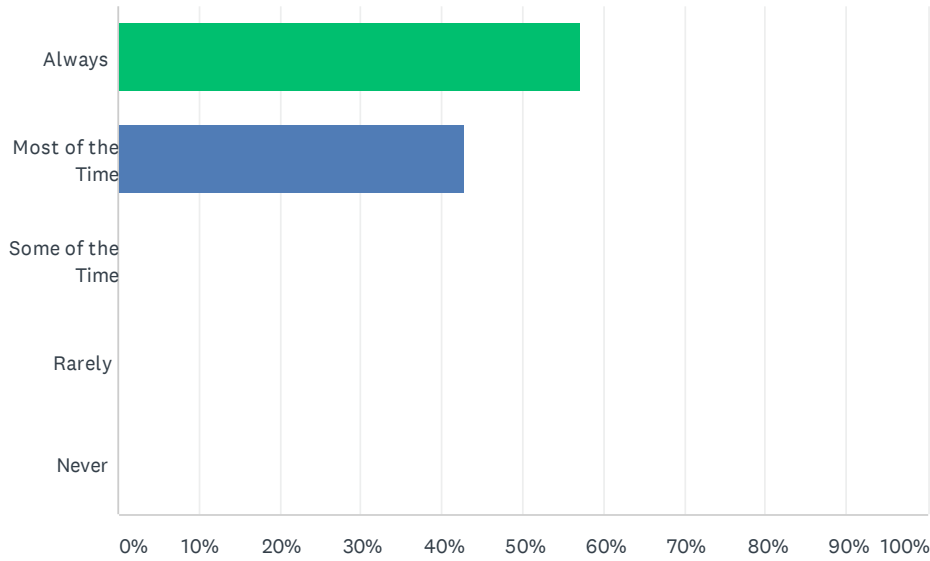
ANSWER CHOICES	RESPONSES
Always	100.00% 7
Most of the Time	0.00% 0
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
1	A critical component of policies that showcase our transparency Trust is a critical component of what we do	4/6/2021 9:35 PM

JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

**Q5 Accordingly, the Board has direct responsibility to create:Written governing policies that address the broadest levels of all organizational decisions and situations:2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own task.**

Answered: 7 Skipped: 0

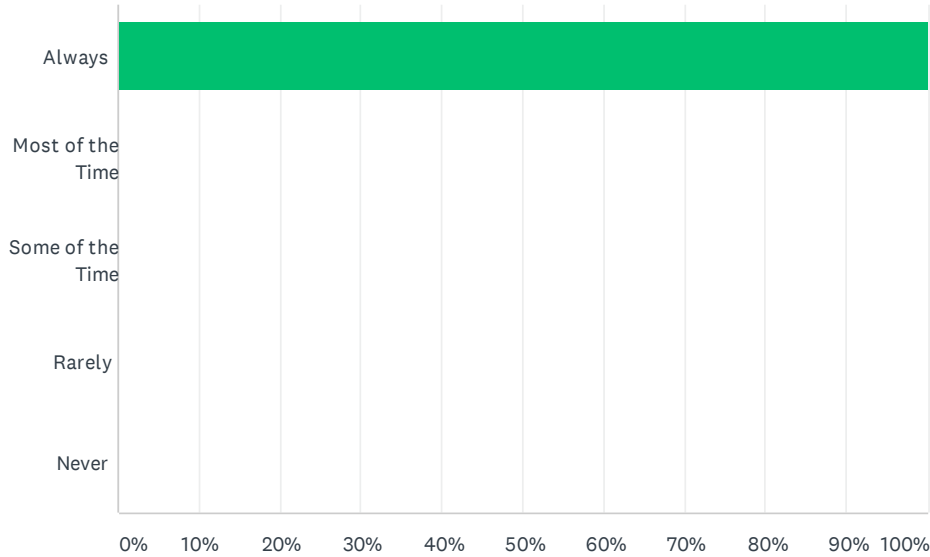


ANSWER CHOICES	RESPONSES	
Always	57.14%	4
Most of the Time	42.86%	3
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
1	I believe we are all still getting accustomed to detail of our agendas that call for reflection on how the board performed and to discuss any piece of that night's meeting regarding adherence to Policy Governance. All good and heading in the right direction.	4/8/2021 4:13 PM
2	Per take outs from Dan's recent book perhaps a rework of our current self appraisal and it's timing	4/6/2021 9:35 PM

**Q6 Accordingly, the Board has direct responsibility to create:Written governing policies that address the broadest levels of all organizational decisions and situations:2.4. Board-Management Delegation: How authority is delegated and its proper use monitored, including the President role, authority, and accountability.**

Answered: 7 Skipped: 0

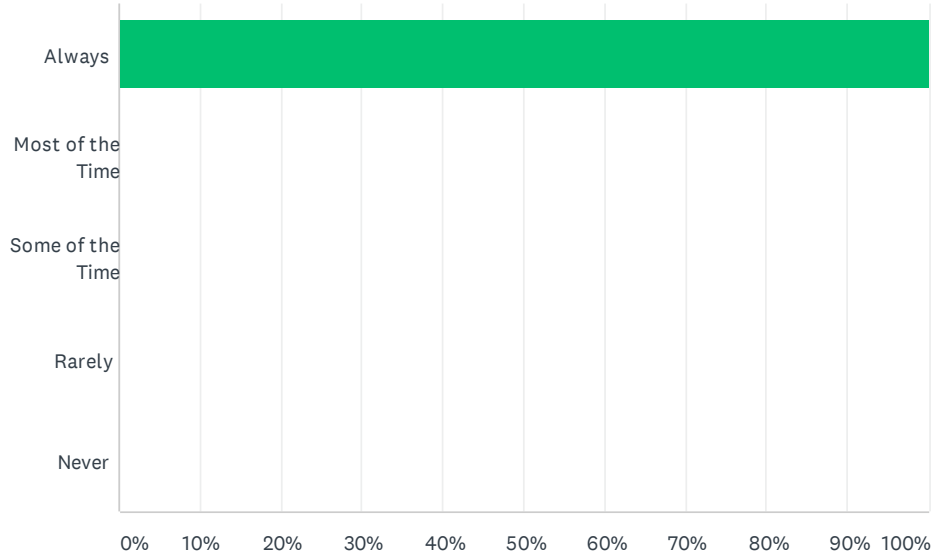


ANSWER CHOICES	RESPONSES
Always	100.00% 7
Most of the Time	0.00% 0
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
	There are no responses.	

### Q7 Assurance of organizational performance on Ends and Executive Limitations. 3.1. Continuity of the President role and function.

Answered: 7 Skipped: 0

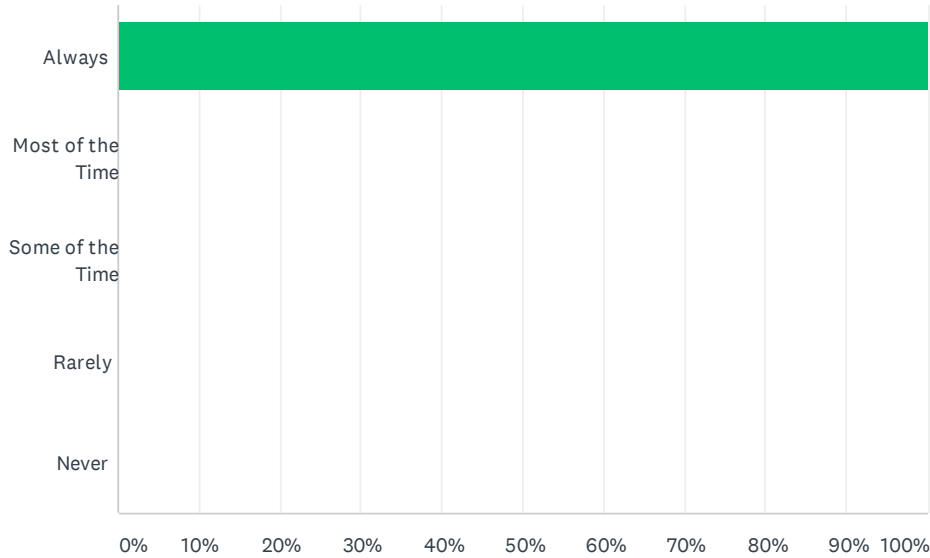


ANSWER CHOICES	RESPONSES	
Always	100.00%	7
Most of the Time	0.00%	0
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
	There are no responses.	

**Q8 Assurance of organizational performance on Ends and Executive Limitations. 3.2. Structured monitoring of the President as outlined in Board-Management Delegation policies.**

Answered: 7 Skipped: 0

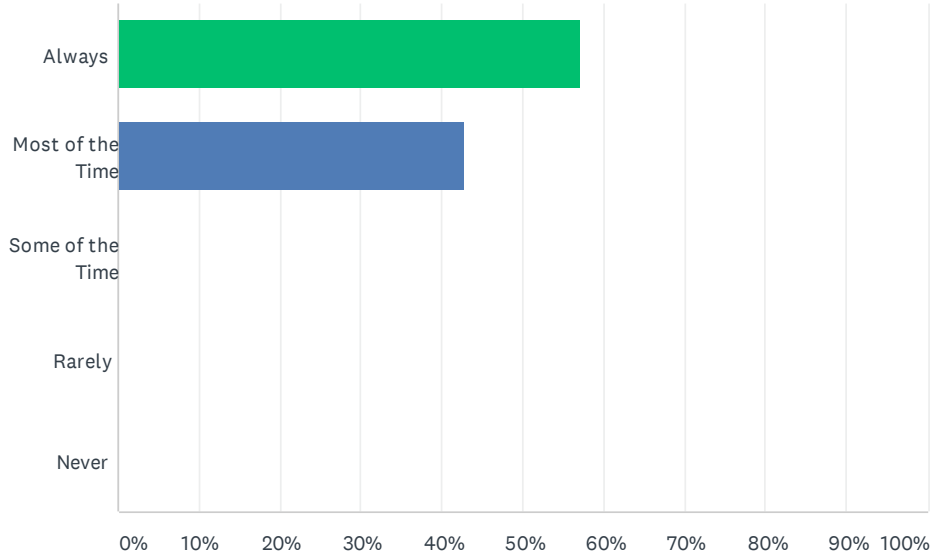


ANSWER CHOICES	RESPONSES	
Always	100.00%	7
Most of the Time	0.00%	0
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
	There are no responses.	

## Q9 Advocacy on behalf of the College with federal, state, local governing bodies and other public and private entities.

Answered: 7 Skipped: 0



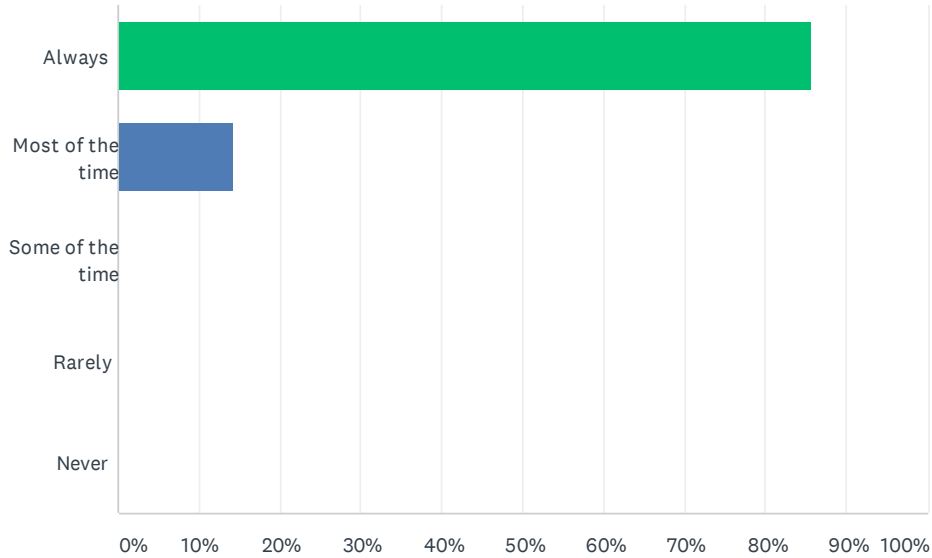
ANSWER CHOICES	RESPONSES	
Always	57.14%	4
Most of the Time	42.86%	3
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	When called to do so.	4/8/2021 4:13 PM
2	Attendance at MCCA,ACCT,and other courses,conventions along with appropriate reading to keep abreast of continuing fast paced changes in Higher Ed and our relation to Governmental entities.	4/6/2021 9:35 PM



**Q10 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.1. Decisions regarding acquisition, encumbering or disposal of land or buildings.**

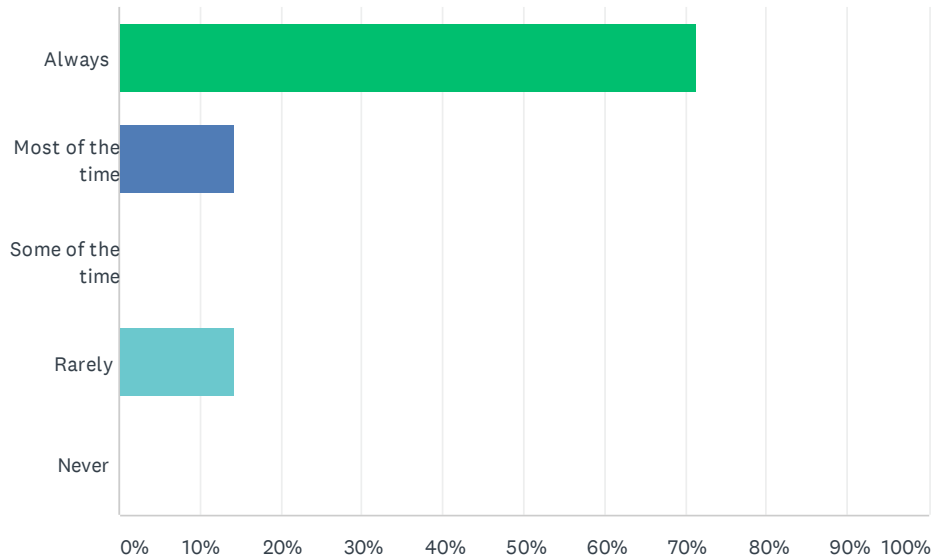
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	85.71%	6
Most of the time	14.29%	1
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

**Q11 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.2. Decisions regarding individual expenditures that do not meet the conditions in EL-5**

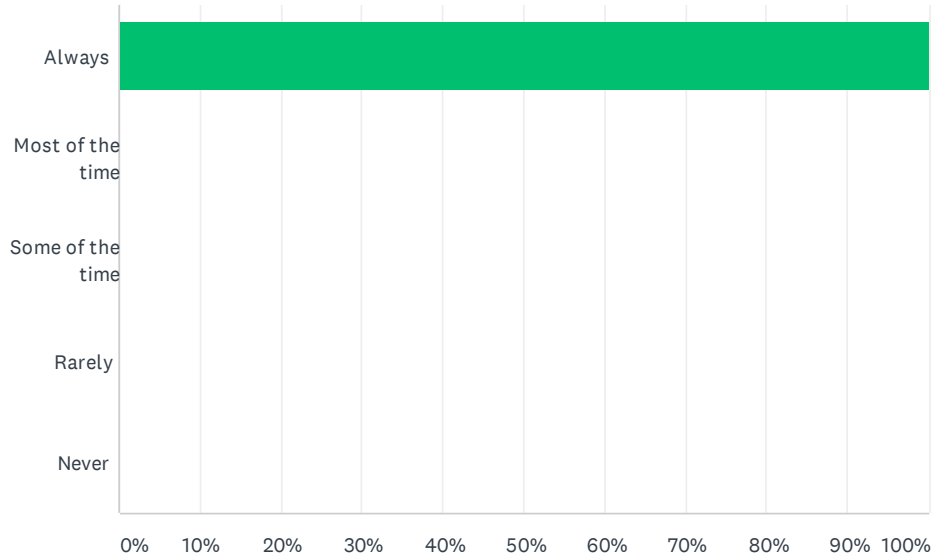
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	71.43%	5
Most of the time	14.29%	1
Some of the time	0.00%	0
Rarely	14.29%	1
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

**Q12 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.3. Decisions regarding change of organizational name or identity in the community.**

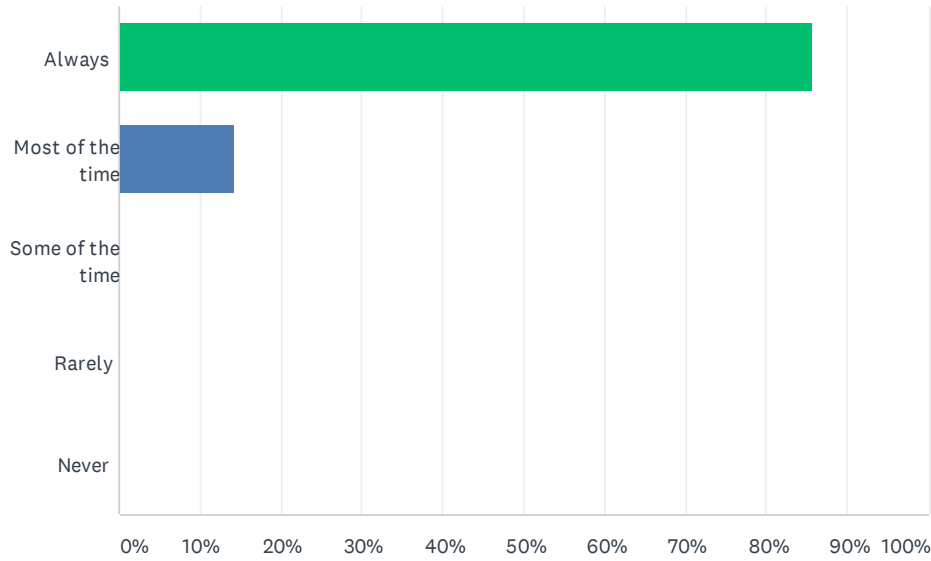
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	7
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

**Q13 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.4. Decisions regarding the naming or change of the name of a College building or facility.**

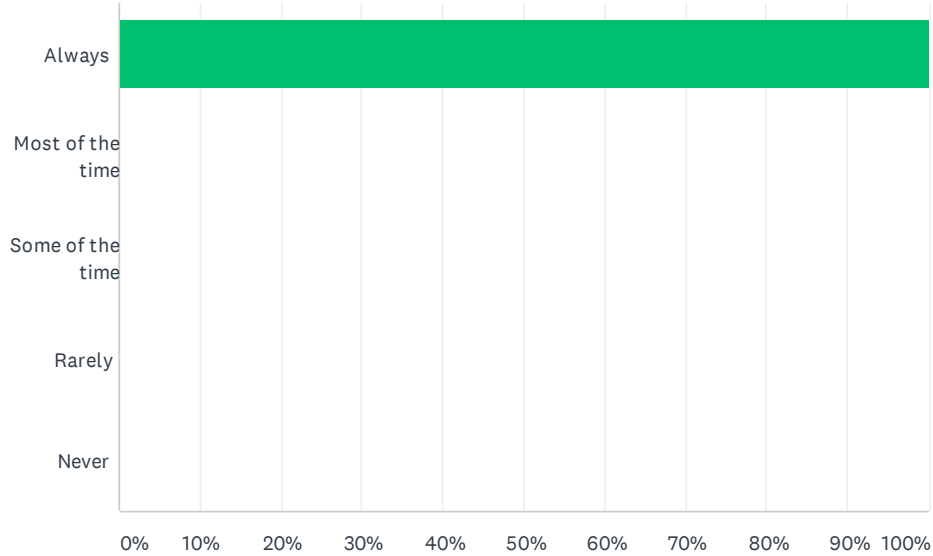
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	85.71%	6
Most of the time	14.29%	1
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

**Q14 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.5. Creation of a subsidiary that does not meet the conditions in EL-5.**

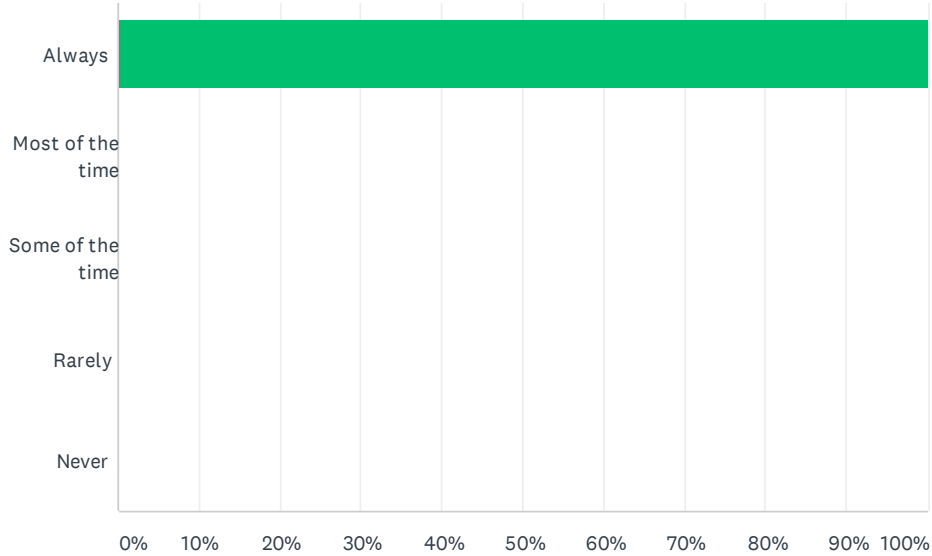
Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	7
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

**Q15 Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.5.6 Decisions regarding the President’s own compensation and benefits**

Answered: 7 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	7
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>7</b>

JC Board Self Monitoring Worksheet: GP - 02 Board Job Contributions

## Q16 Board Member Name

Answered: 7 Skipped: 0

#	RESPONSES	DATE
1	Matt Heins	4/9/2021 9:35 AM
2	Sam Barnes	4/8/2021 4:13 PM
3	Donna Lake	4/7/2021 9:31 PM
4	Sheila Patterson	4/7/2021 4:12 PM
5	Dr Ed Mathein	4/6/2021 9:35 PM
6	John M Crist	4/6/2021 7:49 PM
7	Phil	4/6/2021 5:47 PM

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

5.2 Monitoring Board Performance of GP- 04 Role of Board Chair

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation survey of Governance Process and Board CEO Delegation policies at the time they are reviewed.

The intention of this effort is to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion should 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 boards discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of existing policy, making changes as determined by the Board.

**Action Taken:**

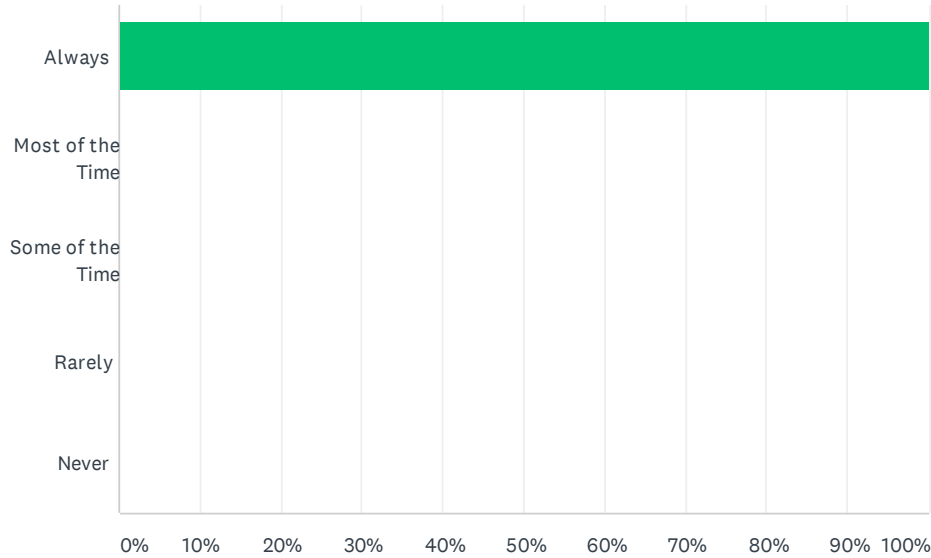
None



JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q1 POLICY STATEMENT: The Jackson College Board Chair (i.e., Chief Governance Officer - CGO), a specially empowered member of the Board, assures the integrity of the Board's process.**

Answered: 6 Skipped: 0



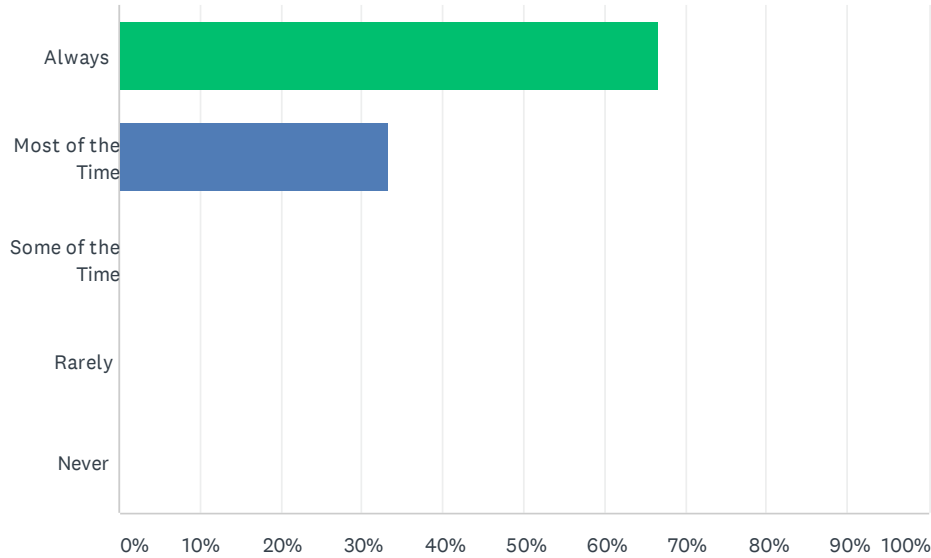
ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the Time	0.00%	0
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	We do need to review policy regarding the Chairs full list of responsibilities and also thoughts about succession planning for Board leadership and implement policies that define the process	4/6/2021 9:43 PM

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q2 1.** The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.

Answered: 6 Skipped: 0



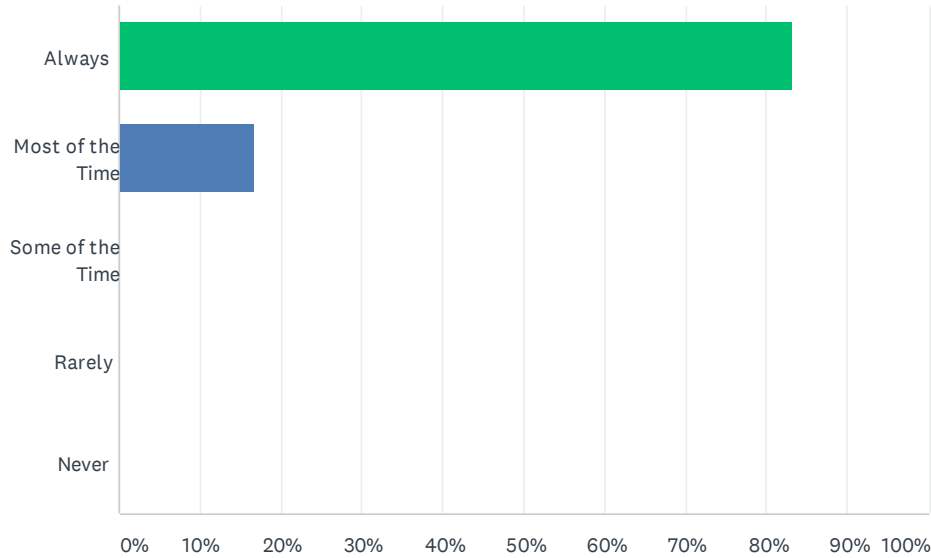
ANSWER CHOICES	RESPONSES
Always	66.67% 4
Most of the Time	33.33% 2
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>6</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	I can think of no recent examples that would disprove this statement.	4/8/2021 4:03 PM

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q3 1.1 Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.**

Answered: 6 Skipped: 0

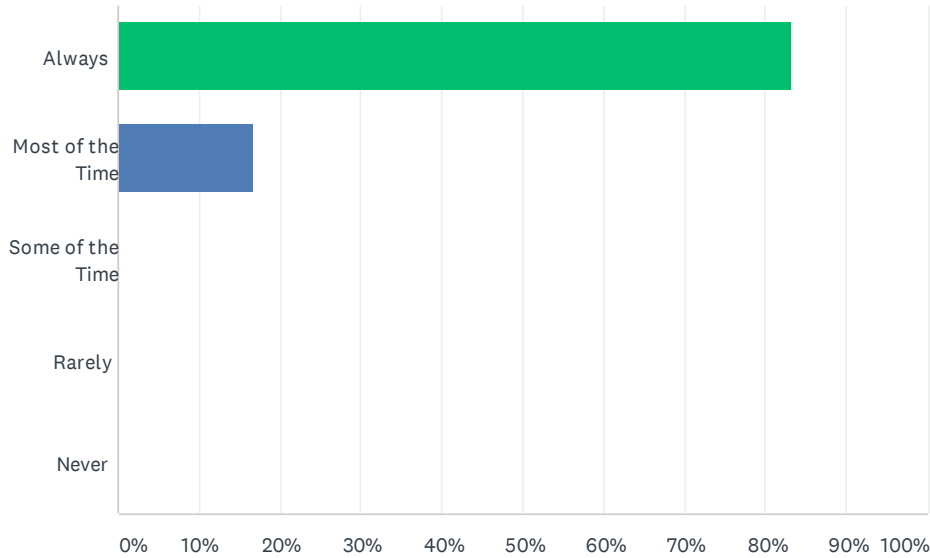


ANSWER CHOICES	RESPONSES
Always	83.33% 5
Most of the Time	16.67% 1
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>6</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
1	We added "Board Comments" back to the agenda to give each member a chance to simply share ideas/information and plant seeds for future agenda items.	4/8/2021 4:03 PM

**Q4 1.2 Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.**

Answered: 6 Skipped: 0



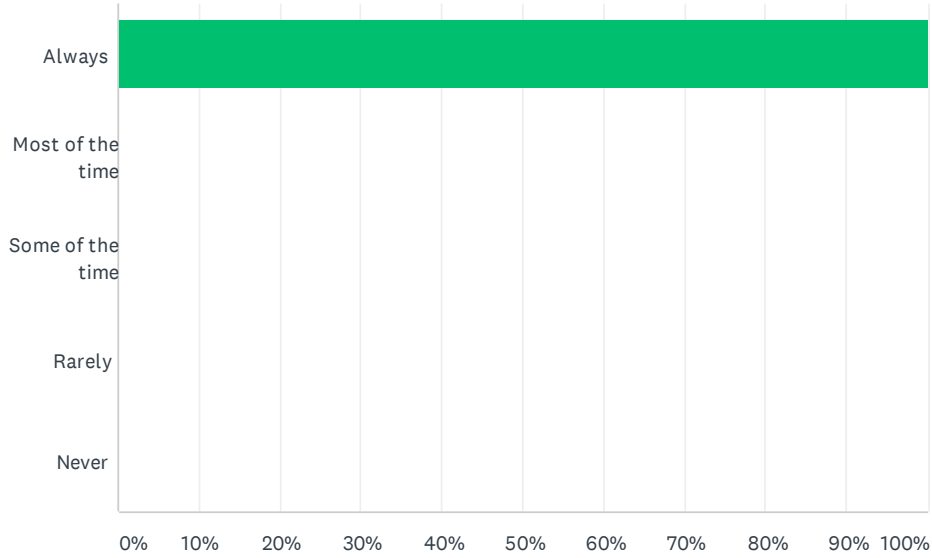
ANSWER CHOICES	RESPONSES
Always	83.33% 5
Most of the Time	16.67% 1
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>6</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	We added "Board Comments" back to the agenda to give each member a chance to simply share ideas/information and plant seeds for future agenda items.	4/8/2021 4:03 PM

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q5 1.3. Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.**

Answered: 6 Skipped: 0

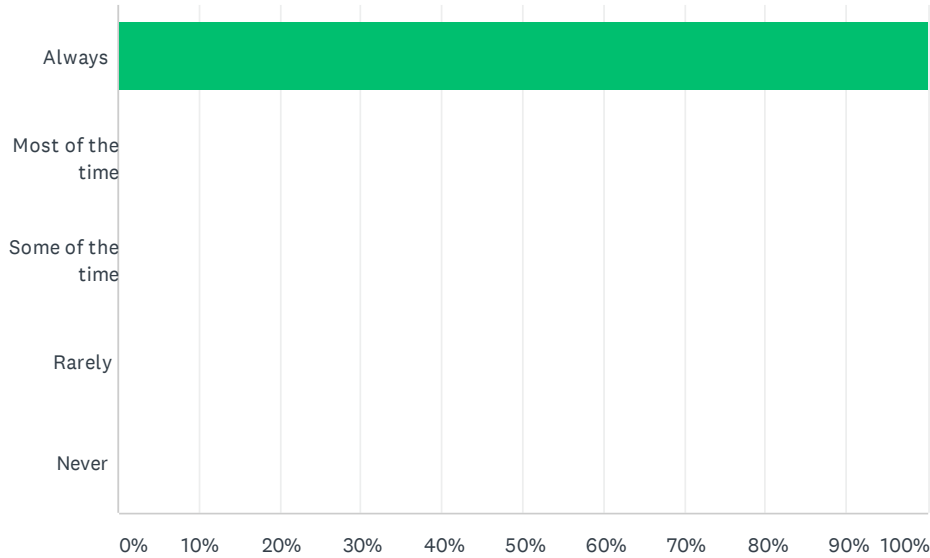


ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q6 1.4. The Board’s Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.**

Answered: 6 Skipped: 0

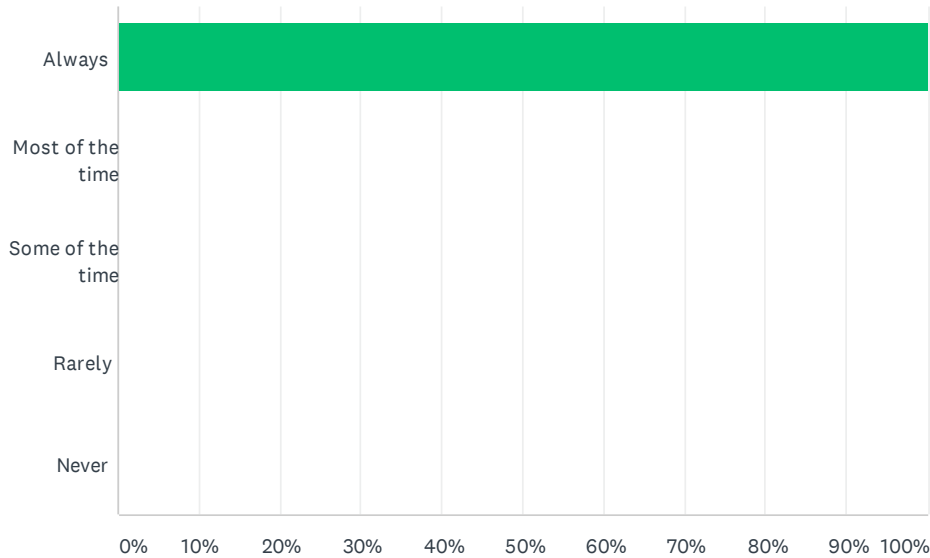


ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q7 2.0** The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.

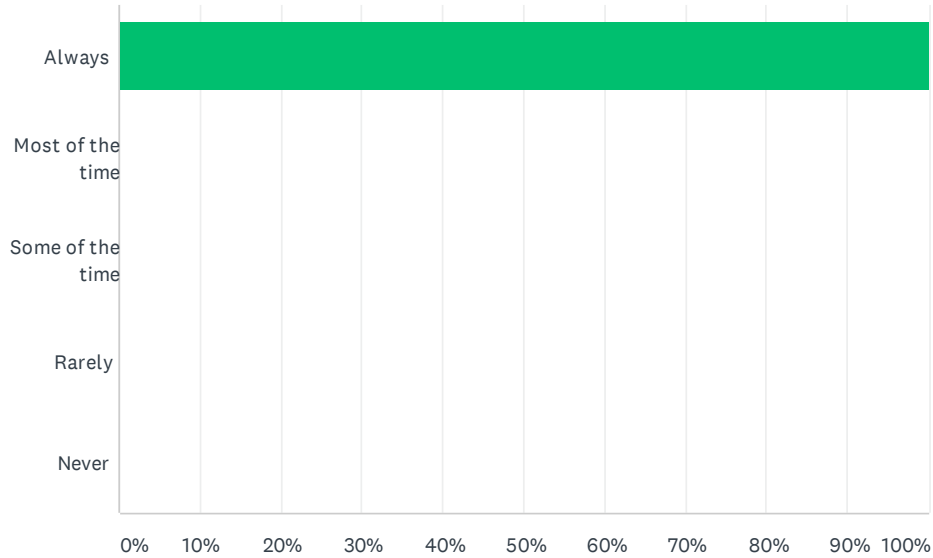
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

**Q8 2.1 The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.**

Answered: 6 Skipped: 0

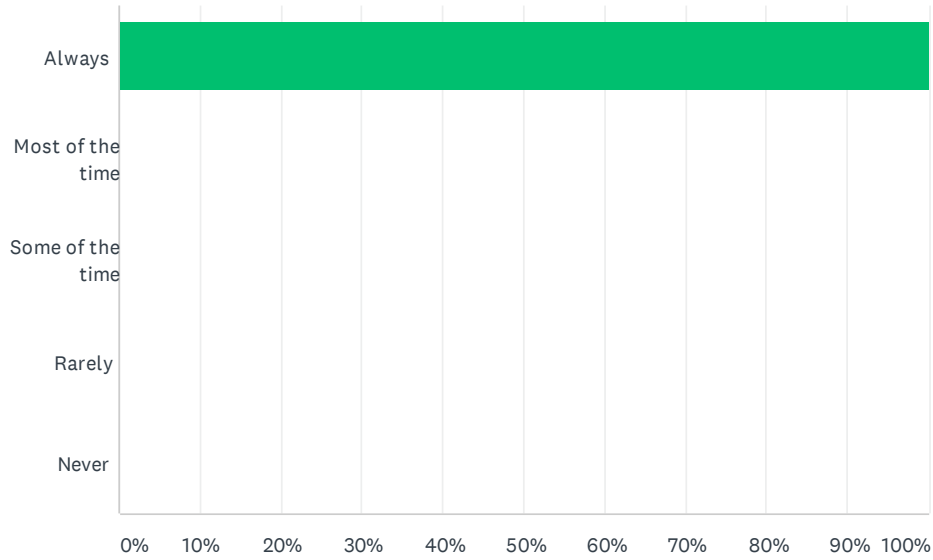


ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>



### Q9 2.2 The Board Chair/CGO is authorized to appoint the members of all Board committees.

Answered: 6 Skipped: 0

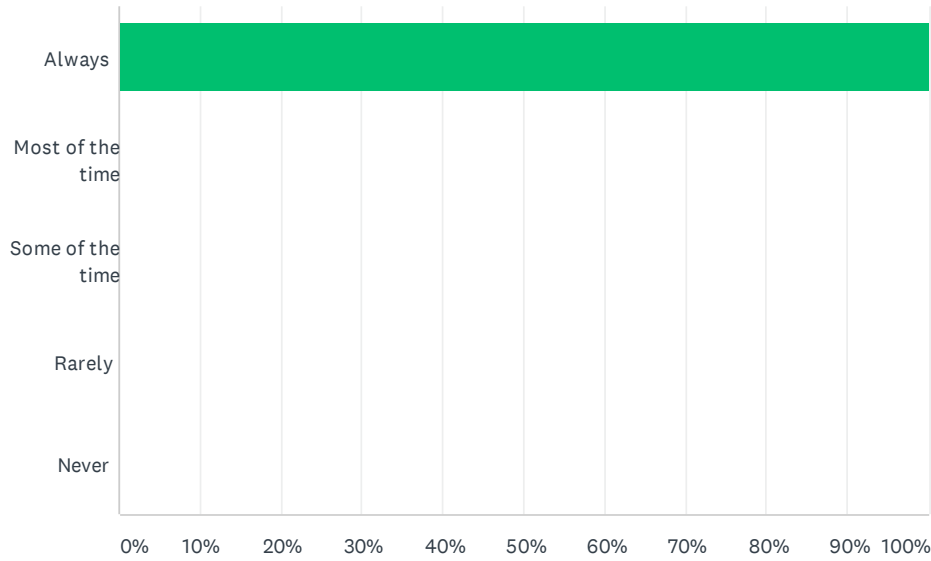


ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

**Q10 2.3 The Board Chair/CGO has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Board Chair/CGO has no authority to independently supervise or direct the President.**

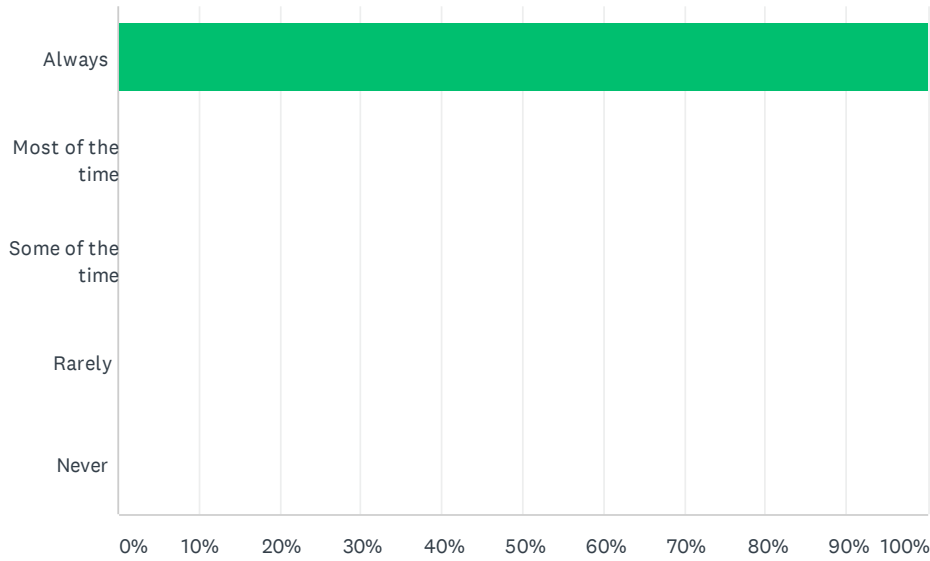
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

**Q11 2.4 The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO’s decisions and interpretations within the area delegated to the Chair.**

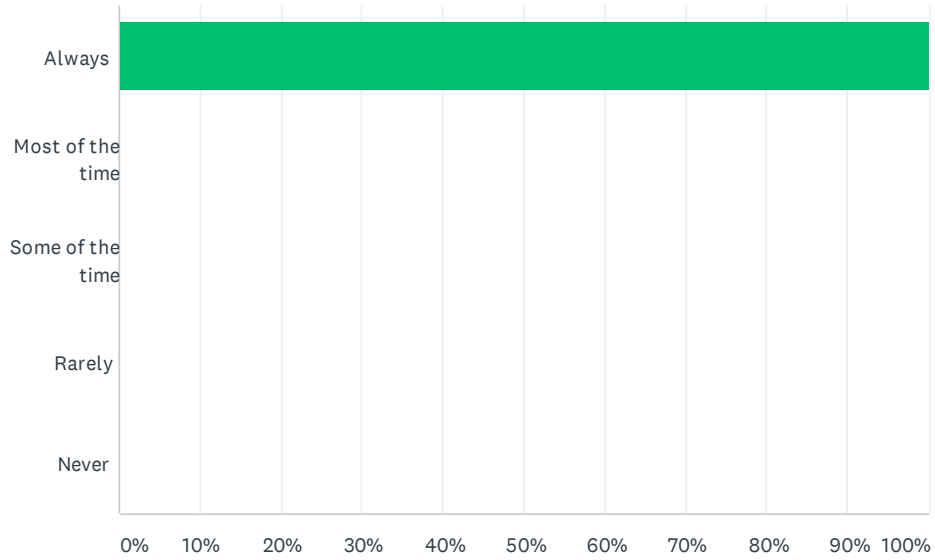
Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

### Q12 2.5 The Board Chair/CGO may delegate this authority, but remains accountable for its use.

Answered: 6 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	6
Most of the time	0.00%	0
Some of the time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
<b>TOTAL</b>		<b>6</b>

JC Board Self Monitoring Worksheet: GP - 04 Role of the Board Chair

## Q13 Board Member Name

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	Matt Heins	4/9/2021 9:37 AM
2	Sam Barnes	4/8/2021 4:03 PM
3	Donna Lake	4/7/2021 9:35 PM
4	Sheila Patterson	4/7/2021 4:14 PM
5	Dr.Ed Mathein	4/6/2021 9:43 PM

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

6.1.1 Policy Review GP- 02 Board Job Contributions

**Description:**

The Board. Functioning as a whole, has particular fiduciary duties and responsibilities, known as Board Holism. To that end, the Board establishes its will by understanding the needs of the owners, remaining future focused, and creating policy toward their understanding of the owner's needs.

Enclosed is the regularly scheduled review is policy GP - 02 Board Job Contributions. I have no recommendations for change, nor have I received any from members.

**Resource Impact:**

None

**Requested Board Action:**

Approval of policy GP - 02 Board Job Contributions.

**Action Taken:**

**MOTION BY TRUSTEE HOFFMAN** "To approve policy GP-02 Board Job Contributions and GP-04 Role of Board Chair as presented." **ALL TRUSTEES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



<b>Governance Process</b>	Ends
Board-President Delegation	Executive Limitations

<b>BOARD OF TRUSTEES POLICY</b>
<b>Policy Type:</b> Governance Process
<b>Policy Title:</b> Board Job Contributions
<b>Policy Number:</b> GP - 02
<b>Date Adopted:</b> 06/08/20
<b>Version:</b> 1.0
<b>Date Last Reviewed:</b> 06/08/20
<b>Office Responsible:</b> President's
<b>Reviewing Committee:</b> Board of Trustees

As an informed agent of the Ownership, the Jackson College Board of Trustee's specific job products are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the Owners and the College.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
  - 2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what worth.
  - 2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
  - 2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own task.
  - 2.4. Board-Management Delegation: How authority is delegated and its proper use monitored, including the President role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations.
  - 3.1. Continuity of the President role and function.
  - 3.2. Structured monitoring of the President as outlined in Board-Management Delegation policies.
4. Advocacy on behalf of the College with federal, state, local governing bodies and other public and private entities.
5. Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.
  - 5.1. Decisions regarding acquisition, encumbering or disposal of land or buildings. [EL-4 item 8]

- 5.2. Decisions regarding individual expenditures that do not meet the conditions in EL-5, item 6.
- 5.3. Decisions regarding change of organizational name or identity in the community. [EL-5 item 11]
- 5.4. Decisions regarding the naming or change of the name of a College building or facility. [EL-5 item 12]
- 5.5. Creation of a subsidiary that does not meet the conditions in EL-5, item 14.
- 5.6. Decisions regarding the President's own compensation and benefits. [EL-6 item 1]



<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 12, 2021



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

<b>Subject to be Discussed:</b>
6.1.2 Policy Review GP- 04 Role of Board Chair
<b>Description:</b>
<p>In Policy Governance, it is the Chairperson’s role to ensure that the Board, collectively, undertakes and completes it work, as codified in the Board’s Governance Process and Board-Staff Linkage policies. To that end, the Chair is uniquely empowered to adopt a coordinating, communications, and a “first-among-equals” role for the Board and assumes additional responsibilities for same. Policy GP-04 clarifies these duties.</p> <p>Enclosed for its regularly scheduled review is policy GP - 04 Role of Board Chair. I have no recommendations for change, nor have I received any from members.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Approval of policy GP - 04 Role of Board Chair.
<b>Action Taken:</b>
<b>MOTION BY TRUSTEE HOFFMAN</b> “To approve policy GP-02 Board Job Contributions and GP-04 Role of Board Chair as presented.” <b>ALL TRUSTEES VOTING AYE. MOTION PASSED UNANIMOUSLY.</b>



<b>Governance Process</b>	Ends
Board-President Delegation	Executive Limitations

<b>BOARD OF TRUSTEES POLICY</b>
<b>Policy Type:</b> Governance Process
<b>Policy Title:</b> Role of the Board Chair
<b>Policy Number:</b> GP - 04
<b>Date Adopted:</b> 06/08/20
<b>Version:</b> 1.0
<b>Date Last Reviewed:</b> 06/08/20
<b>Office Responsible:</b> President's
<b>Reviewing Committee:</b> Board of Trustees

The The Jackson College Board Chair (i.e., Chief Governance Officer - CGO), a specially empowered member of the Board, assures the integrity of the Board's process.

1. The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
  - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
  - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
  - 1.3. Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.
  - 1.4. The Board's Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.
  - 2.1. The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - 2.2. The Board Chair/CGO is authorized to appoint the members of all Board committees.
  - 2.3. The Board Chair/CGO has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the Board Chair/CGO has no authority to independently supervise or direct the President.
  - 2.4. The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO's decisions and interpretations within the area delegated to the Chair.
  - 2.5. The Board Chair/CGO may delegate this authority, but remains accountable for its use.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 12, 2021



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

<b>Subject to be Discussed:</b>
6.2.1 Consideration of Appointment of JPEC Governor
<b>Description:</b>
<p>The Jackson Preparatory &amp; Early College (JPEC) Board of Governors is recommending the appointment of Suzanne Jones to the JPEC Board of Governors.</p> <p>As the Authorizing Agent for JPEC, the JC Board of Trustees undertakes the formal appointment of new and continuing Governors.</p> <p>Enclosed is a letter of recommendation from JPEC President Shane Malmquist and a brief bio on Suzanne Jones.</p> <p>I met with Ms. Jones earlier this month, and recommend her appointment.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of Appointment of JPEC Governor Suzanne Jones.
<b>Action Taken:</b>
<b>MOTION BY TRUSTEE CRIST</b> "To approve the appointment of JPEC Governor Suzanne Jones." <b>ALL TRUSTEES VOTING AYE. MOTION PASSED UNANIMOUSLY.</b>



Suzanne R. Jones, SHRM-SCP  
Founder, M.O.V.E.  
Mission Opportunity Vision Exceptional Behaviors

Suzanne R. Jones is Founder of Girls on the M.O.V.E. and a human resource professional with a diverse human resource scope of management experience that combines the world of business, with the field of education. She has also instructed college level courses in human resources, and other related business coursework.

Suzanne has a bachelor's degree from Eastern Michigan University, and a master's degree from Central Michigan University in Educational Administration. She currently holds her SHRM-SCP (Society for Human Resource Management-Senior Certified Professional) certification.

Suzanne created Girls on the M.O.V.E. <sup>TM</sup>©, a young women's and girls' leadership program to help participants realize their full potential by teaching them important lifetime leadership concepts, including creating their own personal mission statement. The program is currently being offered at Columbia Schools (2016 - current), and has been previously offered to other area schools through Jackson Junior Welfare League, and has been hosted by the CMS (Community Minded Service) Club at Consumers Energy in past years.

Active in community work she was a past board member (2014-2017) and Warm the Children Chair (and Co-Chair) for Jackson Junior Welfare League (JJWL), currently serves as a Region 9 grant reviewer (6 area counties) for the Michigan Council of the Arts and Cultural Affairs (MCACA) and is a regular volunteer for Sitting Tall Therapeutic Riding Camp. She was selected among national competition as a participant in the National Institute for Leadership Development—a leadership program for women in higher education.



**JACKSON PREPARATORY & EARLY COLLEGE**  
Your Place. Your Purpose. Your Future.

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**Date: April 12, 2021**

**Board Meeting Date: March 22, 2021**  
**Motion made by: David Halsey (Secretary)**  
**Seconded by: Josnelly Aponte (Governor)**  
**Vote: Yes (4) No (0)**

To the Jackson College Board of Trustees:

It is our pleasure to nominate Suzanne Jones to be part of the Jackson Preparatory & Early College Board of Governors. As a board, we all agree that Ms. Jones will be an excellent addition to the JPEC Board of Governors. She brings many areas of expertise and has a passion to better our youth.

If you have any questions or concerns, please feel free to contact either of us at any time.

Thank you.

Sincerely,

Jonathan Williams  
Board Chairman  
Jackson Preparatory & Early College

A handwritten signature in black ink, which appears to read 'Shane Malmquist'. The signature is fluid and cursive.

Shane Malmquist  
President  
Jackson Preparatory & Early College

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

6.2.2 Policy Change Recommendations: EL – 12 Land Use

**Description:**

This policy, per Board direction, is to prevent my development of the Central Campus or other College-owned property, in a manner that is inconsistent with the work of the College. Additionally, any work engaged upon said properties must be a responsible use and must be environmentally sound.

Following our work with consultant Rose Mercier on monitoring report EL – 12 Land Use, I am making some small language changes to policy EL – 12 Land Use, as noted herein, to better align with College practices. I have received no additional change recommendations from members.

**Resource Impact:**

None

**Requested Board Action:**

Approval of policy EL -12 Land Use to reflect recommended changes.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "To approve policy EL-12 Land Use as presented."  
**ALL TRUSTEES VOTING AYE. MOTION PASSED UNANIMOUSLY.**





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:** 1.0  
**Date Last Reviewed:** 11/11/19  
**Office Responsible:** President's  
**Reviewing Committee:** Board of Trustees

The 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.

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 does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.

~~4. Permit new construction or reconstruction that is not energy efficient.~~

5.4. 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.
- Creation of opportunity to generate new revenue streams.
- An opportunity to differentiate the College's learning environment.
- Positioning the College as a leader in new programs targeted at future market opportunities.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

7.1 Monitoring CEO Performance: EL-12 Land Use

**Description:**

Enclosed for your review is the Monitoring Report for EL-12 Land Use. In light of our review of this policy under 6.2.2., this is a good point to ensure that the outcomes, codified in this report, are meeting the will of the Board.

You will note that the report indicates partial compliance with this policy. I am happy to answer any questions you have about the report.

**Resource Impact:**

None

**Requested Board Action:**

The Board's consideration of agreement my interpretation, as noted herein and that I am in partial compliance with EL – 12 Land Use.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "That the Board agrees with President's interpretation as noted herein and that the President is in partial compliance with EL-12 Land Use." **ALL TRUSTEES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



# Jackson College Board of Trustees

## Monitoring Report: EL – 12 Land Use

Report Date: 04.12.21

**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.

04.12.21

---

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

---

Date

### **POLICY STATEMENT:**

**The 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 items will constitute compliance with this policy.

I am reporting compliance with items #2, #3 and #4 and partial compliance with #1. Therefore, I report partial compliance with this 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 by an expert third party.
- b) There is a site development plan documenting all existing and future sites of performance spaces, fields, storage, parking lots, sidewalks, buildings, and roads.

The interpretation is reasonable because:

- it provides decision-making data necessary for any future development; and
- the infrastructure plan 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;

**EVIDENCE:**

- a) On March 30, 2021, Vice President of Construction and Information Technology, Jim Jones confirmed that an infrastructure plan is in progress and nearly complete. Anticipated completion date is by the end of 2021.
- b) On March 30, 2021, Vice President Jim Jones confirmed that a master plan has not been started yet, but is anticipated to begin in FY '23, post-pandemic.

Based upon this evidence, I am reporting partial compliance with #1.

- 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 design philosophy and 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.

EVIDENCE:

For this last monitoring period, there were no joint venture partnerships to report on.

Based upon this evidence, I am reporting full compliance with #2.

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

EVIDENCE:

- a) The Vice President, Jim Jones, confirmed that the College meet with Summit Fire Department; County Drain Commissioner; State of Michigan Building and Permits Division; State of Michigan Environment, Great Lakes and Energy; and the State of Michigan Bureau of Fire Services.
- b) Vice President Jim Jones confirmed on March 30, 2021 that Architects and Engineers were hired for site planning for the following projects during the monitoring period:
  - o Family Residences
  - o Storm Water Management Plan
  - o Jets Trail
  - o Dahlem Beck Bridge
  - o Water Testing

- c) Vice President Jim Jones confirmed that the College considered energy efficient standards by industry experts for the following projects during the monitoring period:
- o CV3 Building Automation for Heating and Cooling Systems
  - o Lighting Updates

I am, therefore, reporting full compliance with #3.

**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.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College’s learning 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 the criteria listed in policy.
- b) When 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 and will provide explicit demonstration of compliance with the criteria:

EVIDENCE:

Project	Applicable Criteria
<p><b>[Central Campus] GP Theatre (Sheffer Music Hall) - Pod D:</b> New seating, carpeting, handrailing, and painting.</p>	<p>Creation of opportunity to generate new revenue streams.</p>
<p><b>[Central Campus] Grounds - Walking Trail:</b> walking/running pathway near beltway with par course stations.</p>	<p>An opportunity to differentiate the College’s learning environment.</p>

<p><b>[Central Campus] Wayfinding:</b> Signage standards (buildings, roadways and parking lots). Includes building address identifiers</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p>
<p><b>[Central Campus] GP Grand Entrance:</b> Flatwork, ADA access, and landscaping</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p>
<p><b>[Hillsdale Campus] - Building Envelope:</b> Weather tightness and appearance upgrades - combined with roof replacement.</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p>
<p><b>[Central Campus] Water Tower:</b> Lighting and painting</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement;</p>
<p><b>[Central Campus] Athletic Field Renovation:</b> Baseball/Softball - dugouts, backstop, fencing, lighting</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement; Creation of opportunity to generate new revenue streams.</p>
<p><b>[Central Campus] Refurbishment:</b> Athletic - existing dugouts</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement; Creation of opportunity to generate new revenue streams.</p>
<p><b>[Central Campus] Tiny Homes:</b> Family housing feasibility prototype (CV4) - study, design, 6 homes, site work, toddler playground</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement; Creation of opportunity to generate new revenue streams.</p>
<p><b>[Central Campus] – Recycling:</b> Phase 1 Deployment</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement;</p>
<p><b>[Central Campus] Affinity Groups:</b></p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement;</p>



Renovation/room configuration changes	
<b>[Central Campus] Water Testing:</b> Planning and service - phase 1	Provision of enhanced learning and ancillary space consistent with ENDS achievement;
<b>[Districtwide] Pandemic Related:</b> Planning for Facilities and Information Technology departments	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Central Campus] Pandemic Checkpoint and Isolation Center:</b> Potter Center parking lot, Building 1: (VersaTube) and Building 2:(ClearSpan)	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Dahlem Property] Trail:</b> (bridge) and community garden (driveway/parking)	Extending the College's alliances with business and industry.
<b>[Central Campus] Hospitality:</b> Food service repairs, updates, safety, improvements, circulation.	An opportunity to differentiate the College's learning environment; Creation of opportunity to generate new revenue streams.
<b>[Central Campus] CV#3:</b> Energy management & building automation	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Central Campus] Pandemic Classroom Dedensification:</b> Classroom size expansion and reduction of student stations in McDevitt and Whiting Halls	Provision of enhanced learning and ancillary space consistent with ENDS achievement.

I am reporting full compliance with #4.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

8.1 Diversity, Equity and Belonging Practices

**Description:**

In observance of the Board's request to have quarterly presentations of expanded topics, relative to the Board's ENDS, I have asked Senior Vice President Cindy Allen and Vice President Lee Hampton to provide updates regarding our efforts in Diversity, Equity and Belonging.

These updates will include the work we are doing to support a diverse workforce as well as our efforts at enhancing student diversity. It is my hope that these efforts continue to establish Jackson College as a safe, welcoming, diverse, and inclusive organization for students, employees, and for the communities we serve.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

8.2 Q3 Financial Review

**Description:**

Enclosed for your information is the College's Q3 Financial Report. I wanted to get this report to you in advance of our planning session. This document, together with a discussion regarding my use of COVID funding, and a proposed FY '22 budget and related targets will be presented then.

After a brief overview, I will be providing highlights and am happy to address any questions you have.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None



## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
March 31, 2021

Jackson College  
Memo From Darrell Norris, Vice President of Finance  
For the March 31, 2021 Financial Report

Following is the March 31, 2021 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2020-2021 Budget as adopted at the May 2020 Board of Trustees meeting.

**Revenues**

- **Tuition and fees** - Favorable to budget, it is too early to tell if this trend will hold through the fiscal year.
- **Housing** - Unfavorable to budget. The College reduced housing capacity for the Winter semester due to the pandemic.
- **Miscellaneous** - Favorable to a conservative budget in bad debt recovery and bookstore commissions.
- **Transfers** - Favorable to budget, Foundation support through waiver of rent at Maher Campus.
- **Transfers from Federal Grants** - Unbudgeted revenue. This is a transfer from Restricted Federal funds to replace lost housing revenue from fiscal year 2020.

**Expenses**

- **Wages** - Favorable to budget due to COVID response related wages being covered by Restricted Federal Funds.
- **Retirement** - Favorable to budget due to COVID response related retirement being covered by Restricted Federal Funds.
- **Services - Staffing Agency** - Favorable to budget. This may or may not continue depending on the number of sections we continue to offer.
- **Services** - Favorable to budget due to expenditure controls and limited in person activity. We anticipate this variance to diminish over the fiscal year.
- **Materials** - Unfavorable to budget due to timing of annual software payments and the materials needs of the Corrections Education Program. We anticipate this variance to diminish over the fiscal year.
- **Rent, Utilities, Insurance** - Unfavorable to budget due to timing, several insurance policies require larger upfront payments. We anticipate this variance to diminish over the fiscal year.
- **Other operating costs** - Favorable to budget due to expenditure controls and limited in person activity. We anticipate this variance to diminish over the fiscal year.
- **Capital Equipment** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.

Jackson College  
Memo From Darrell Norris, Vice President of Finance  
For the March 31, 2021 Financial Report

**Other Notes**

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At March 31, 2021 interest revenues have exceeded \$416,000. These earnings are designated for future operations.
- **Looking Ahead** - Expense controls have been put in place in anticipation of reduced revenues resulting from COVID-19 pandemic.
- **Operating Reserves** - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. At March 31, 2021, the operating fund balances reserves were \$20,317,910 which is approximately 5.9 months of projected FY 2021 operating expenses. At the beginning of the semester, the number of months of reserves on hand is generally higher as the College has recognized revenue for the whole semester and has not yet incurred the entire semester's expenses.

Jackson College  
 Revenue and Expense Statement  
 General Fund - FY 21  
 For the Nine Months Ended March 31, 2021  
 Preliminary - Unaudited

	2020-2021 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
<b>Revenue</b>							
Gross tuition and fees	\$ 23,393,941	57.0%	\$ 20,948,274	89.5%	86.0%	\$ 829,484	\$ 23,554,868
Less Institutional Scholarships	(794,472)	-1.9%	(504,042)	63.4%	66.7%	25,871	(840,645)
Net tuition and fees	<u>22,599,469</u>	55.1%	<u>20,444,232</u>	90.5%	76.4%	855,355	22,714,223
Housing	999,010	2.4%	579,457	58.0%	85.0%	(269,702)	963,970
Property taxes	4,867,939	11.9%	4,830,455	99.2%	98.0%	59,875	5,032,450
State appropriations	11,529,294	28.1%	8,646,971	75.0%	75.0%	-	9,641,775
Contract training	135,000	0.3%	11,314	8.4%	8.0%	514	84,799
Potter Center activities	405,000	1.0%	-	0.0%	0.0%	-	299,506
Miscellaneous	474,000	1.2%	419,331	88.5%	75.0%	63,831	557,750
Transfers	7,500	0.0%	192,519	2566.9%	75.0%	186,894	31,205
Transfers - Federal grant funds	-	0.0%	191,158	0.0%	0.0%	191,158	-
<b>Total revenues</b>	<u>41,017,213</u>	100.0%	<u>35,315,437</u>	86.1%	52.0%	1,087,925	39,325,678
<b>Expenses</b>							
Wages	16,029,640	39.2%	10,992,764	68.6%	73.1%	(724,902)	12,388,096
Retirement	4,383,350	10.7%	2,960,205	67.5%	73.1%	(244,024)	3,271,772
Benefits	2,877,573	7.0%	2,157,393	75.0%	73.1%	53,887	2,335,545
Services - Staffing Agency	3,697,700	9.0%	2,430,999	65.7%	73.1%	(272,020)	3,553,781
Services	2,600,525	6.3%	1,484,274	57.1%	75.0%	(466,120)	2,126,286
Materials	1,600,225	3.9%	1,256,646	78.5%	75.0%	56,477	1,894,791
Rent, utilities, insurance	1,410,900	3.4%	1,145,620	81.2%	75.0%	87,445	1,275,789
Other operating costs	2,567,650	6.3%	1,256,625	48.9%	75.0%	(669,113)	2,367,728
Transfers	1,121,275	2.7%	840,956	75.0%	75.0%	-	603,750
Transfers-debt service	4,160,813	10.1%	3,120,610	75.0%	75.0%	-	3,636,010
Capital equipment	567,043	1.4%	128,902	22.7%	75.0%	(296,380)	391,086
<b>Total expenses</b>	<u>41,016,694</u>	100.0%	<u>27,774,994</u>	67.7%	74.2%	(2,474,750)	33,844,634
<b>Income over (under) expenses</b>	<u>\$ 519</u>		<u>\$ 7,540,443</u>			<u>\$ 3,562,675</u>	<u>\$ 5,481,044</u>

Jackson College  
 Revenue and Expense Schedule  
 HEERF Funds - FY 21  
 For the Nine Months Ended March 31, 2021  
 Preliminary - Unaudited

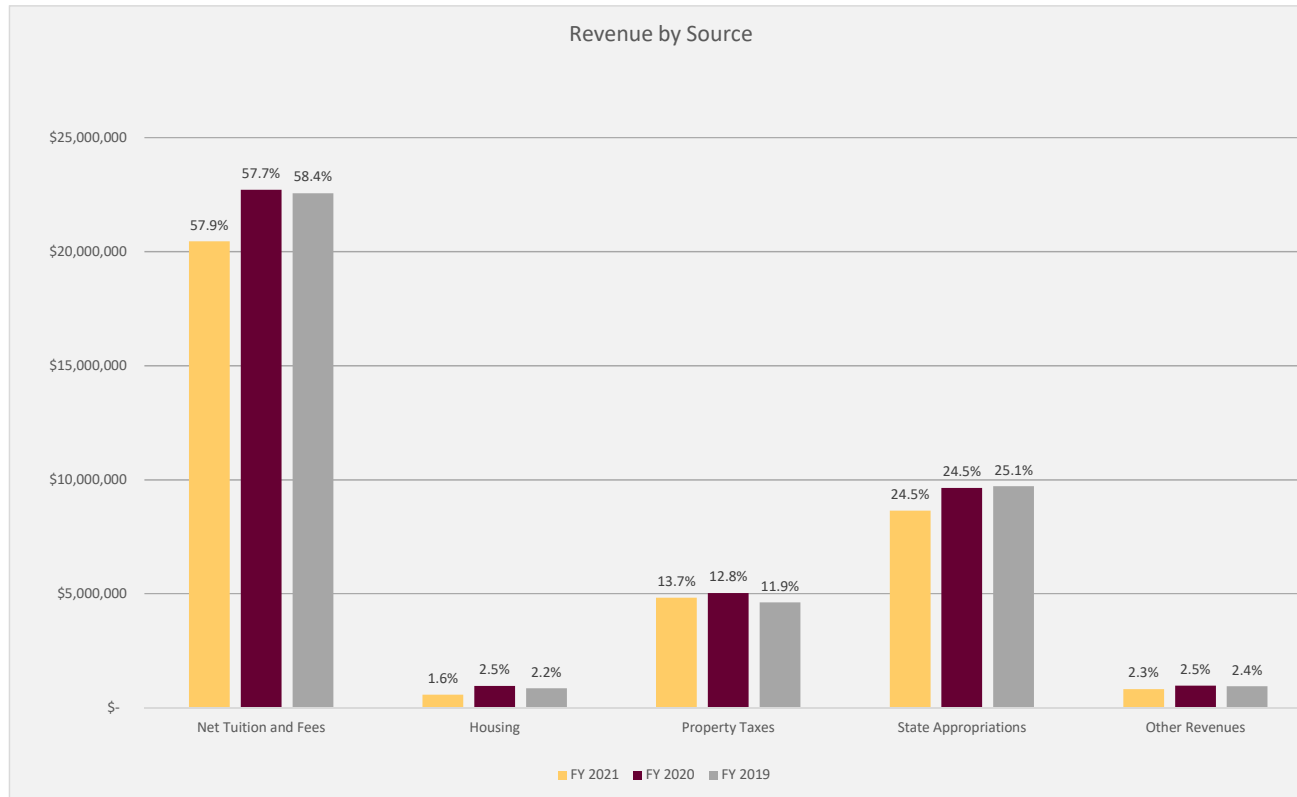
	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior year revenues	\$ 103,000	\$ 103,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 206,000
Prior year expenses	103,000	915,421	-	-	-	-	-	294,585	1,313,006
<b>Net prior year activity</b>	<b>\$ -</b>	<b>\$ (812,421)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (294,585)</b>	<b>\$ (1,107,006)</b>
<b>Fiscal Year 2021 Revenue</b>									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,429,602	\$ 1,429,602
Grant revenue - Federal	1,843,067	1,844,715	191,158	1,699,683	2,188,179	-	-	-	7,766,802
Transfers	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>1,843,067</b>	<b>1,844,715</b>	<b>191,158</b>	<b>1,699,683</b>	<b>2,188,179</b>	<b>-</b>	<b>-</b>	<b>1,429,602</b>	<b>9,196,404</b>
<b>Fiscal Year 2021 Expenses</b>									
Online course fee scholarships	-	1,032,294	-	-	1,865,324	-	-	-	2,897,618
Emergency grants to students	1,843,067	-	-	1,699,683	-	-	-	-	3,542,750
Wages	-	-	-	-	142,894	-	-	290,972	433,866
Retirement	-	-	-	-	44,422	-	-	114,427	158,849
Benefits	-	-	-	-	16,449	-	-	32,884	49,333
Services	-	-	-	-	10,369	-	-	70,405	80,774
Materials	-	-	-	-	35,325	-	-	158,414	193,739
Other operating costs	-	-	-	-	5,465	-	-	174,182	179,647
Transfers to general fund	-	-	191,158	-	-	-	-	-	191,158
Capital equipment	-	-	-	-	67,931	-	-	293,733	361,664
<b>Total expenses</b>	<b>1,843,067</b>	<b>1,032,294</b>	<b>191,158</b>	<b>1,699,683</b>	<b>2,188,179</b>	<b>-</b>	<b>-</b>	<b>1,135,017</b>	<b>8,089,398</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>	<b>\$ 812,421 *</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 294,585 *</b>	<b>1,107,006</b>

\* Note: Current year income exceeds expenses for these grant awards due to the College being unable to fully recognize revenue in FY 2020 for expenses incurred in FY 2020, these funds have been fully spent.



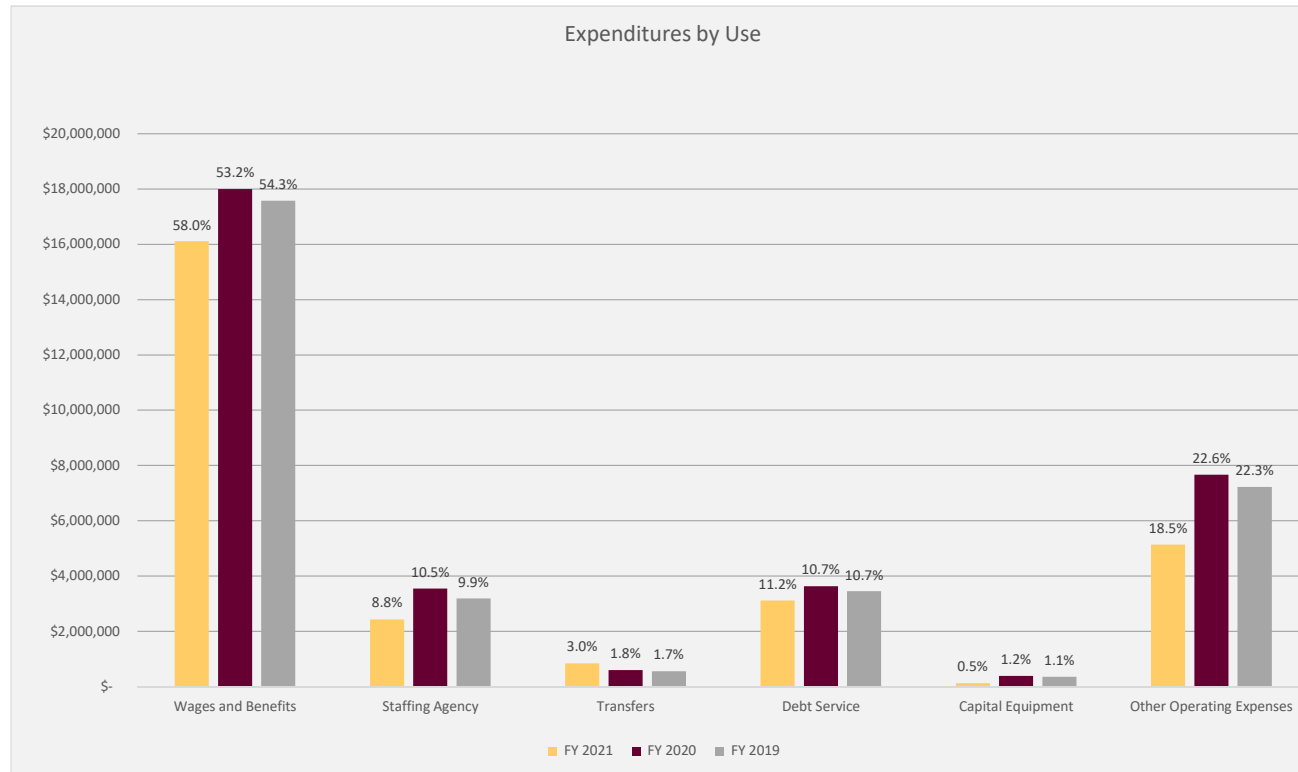
Jackson College  
General Fund Revenue Comparison  
For the Nine Months Ended March 31, 2021

\$35,315,437



Jackson College  
 General Fund Expenditure Comparison  
 For the Nine Months Ended March 31, 2021

\$27,774,994



Jackson College  
Balance Sheet and Changes in Fund Balance - FY 21  
March 31, 2021  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>								
Cash	\$ 10,000,982	\$ 12,061,704	\$ (2,413,356)	\$ -	\$ 14,098	\$ 6,908,833	\$ 360,809	\$ 26,933,070
Restricted cash in escrow	-	-	-	-	-	-	-	-
Investments	-	-	-	-	16,726	-	-	16,726
Accounts receivable	4,449,990	12,500	980,111	-	-	16,733	-	5,459,334
Inventories	27,430	-	-	-	-	-	-	27,430
Other assets	308,636	-	27,027	-	-	78,996,202	-	79,331,865
<b>Total assets</b>	<b>14,787,038</b>	<b>12,074,204</b>	<b>(1,406,218)</b>	<b>-</b>	<b>30,824</b>	<b>85,921,768</b>	<b>360,809</b>	<b>111,768,425</b>
<b>Liabilities and Fund Balance</b>								
Accounts payable	254,912	-	552,794	-	-	25,561	-	833,267
Accrued liabilities	3,174,708	-	-	-	-	38,021,662	-	41,196,370
Deferred liabilities	1,979,182	-	-	-	-	-	-	1,979,182
Unearned revenue	294,281	-	-	-	-	-	-	294,281
Other liabilities	840,249	-	-	-	-	-	-	840,249
<b>Total liabilities</b>	<b>6,543,332</b>	<b>-</b>	<b>552,794</b>	<b>-</b>	<b>-</b>	<b>38,047,223</b>	<b>-</b>	<b>45,143,349</b>
Fund balance	8,243,706	12,074,204	(1,959,012)	-	30,824	47,874,545	360,809	66,625,076
<b>Total liabilities and fund balance</b>	<b>\$ 14,787,038</b>	<b>\$ 12,074,204</b>	<b>\$ (1,406,218)</b>	<b>\$ -</b>	<b>\$ 30,824</b>	<b>\$ 85,921,768</b>	<b>\$ 360,809</b>	<b>\$ 111,768,425</b>
<b>Beginning fund balance</b>								
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,853,683	\$ -	\$ 45,853,683
Major Maintenance and Equipment Replacement	-	-	-	-	-	569,072	-	569,072
Restricted	-	178,467	380,896	(1,105,355)	29,930	-	-	(516,062)
Future Operations	703,263	11,761,326	-	-	-	-	315,466	12,780,055
	\$ 703,263	\$ 11,939,793	\$ 380,896	\$ (1,105,355)	\$ 29,930	\$ 46,422,755	\$ 315,466	\$ 58,686,748
Current year income	35,315,437	134,411	22,547,829	1,105,355	894	5,837,904	94,368	65,036,198
Current year expenses	27,774,994	-	24,887,737	-	-	4,386,114	49,025	57,097,870
<b>Ending fund balance</b>	<b>\$ 8,243,706</b>	<b>\$ 12,074,204</b>	<b>\$ (1,959,012)</b>	<b>\$ -</b>	<b>\$ 30,824</b>	<b>\$ 47,874,545</b>	<b>\$ 360,809</b>	<b>\$ 66,625,076</b>

Jackson College  
 Balance Sheet  
 Building and Site Fund - FY 21  
 March 31, 2021  
 Preliminary - Unaudited

	<b>Building and Site Fund</b>
<b>Assets</b>	
Cash	\$ 1,231,534
Investments	-
Accounts receivable	16,733
Due from other funds	-
<b>Total assets</b>	<b>1,248,267</b>
<b>Liabilities and Fund Balance</b>	
Accounts payable	25,561
Other liabilities	-
<b>Total liabilities</b>	<b>25,561</b>
Fund balance	1,222,706
<b>Total liabilities and fund balance</b>	<b>\$ 1,248,267</b>

Jackson College  
 Statement of Changes in Fund Balance  
 Building and Site Fund  
 For the Nine Months Ended March 31, 2021  
 Preliminary - Unaudited

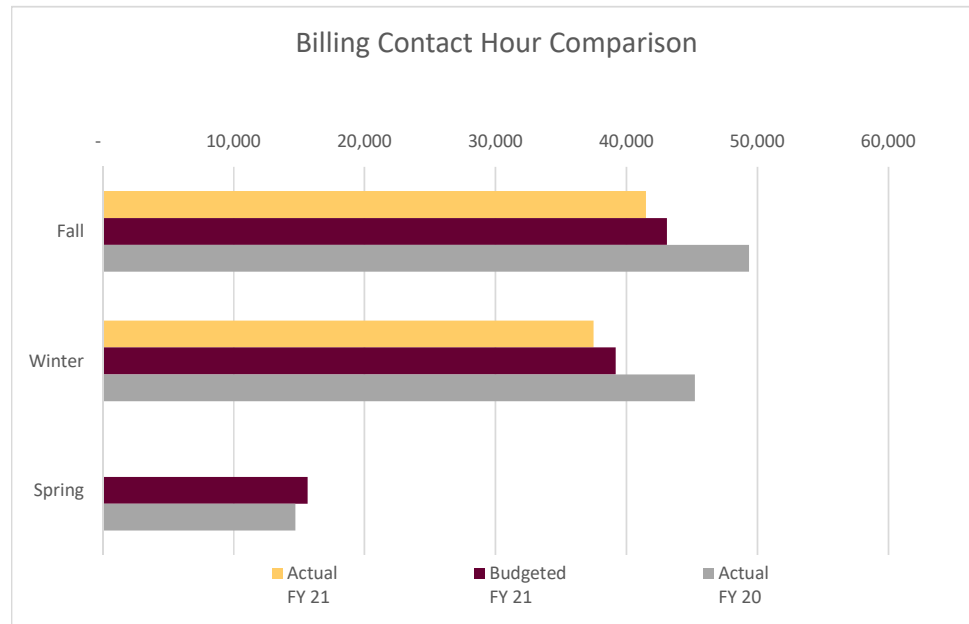
	<b>Balance July 1, 2020</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Balance March 31, 2021</b>
Major Maintenance and Equipment Replacement	\$ 569,072	\$ 2,711,658	\$ 2,058,024	\$ 1,222,706
<b>Total</b>	<b>\$ 569,072</b>	<b>\$ 2,711,658</b>	<b>\$ 2,058,024</b>	<b>\$ 1,222,706</b>

Jackson College  
Cash and Investments by Fund - FY 21  
March 31, 2021  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash										
Petty Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,724	\$ 2,724
Cash-Comerica Bank Pooled	5,363,870	3,645,316	(347,830)	-	1,979	14,098	1,231,534	5,469,111	357,230	15,735,308
Cash-Comerica Federal Funds	-	-	6,870	-	-	-	-	-	-	6,870
Cash-So Mich National	200,150	-	26,043	-	-	-	-	-	-	226,193
VISA Account	142,983	-	-	-	-	-	-	-	855	143,838
Cash-United Bank	234,031	-	29,361	-	-	-	-	-	-	263,392
Cash-Federal Direct Loan	-	-	158	-	-	-	-	-	-	158
Cash-Comerica State Wire	2,817	-	-	-	-	-	-	-	-	2,817
Cash-Payroll	2,053,903	-	(2,213,183)	-	(882,673)	-	-	-	-	(1,041,953)
JC One Card	-	-	-	-	-	-	-	-	-	-
Ref Pay	2,554	-	-	-	-	-	-	-	-	2,554
Cultural Affairs Checking	674	-	-	-	-	-	-	-	-	674
MNJTP	-	-	-	-	965,919	-	-	-	-	965,919
Certificates of Deposit	-	-	-	-	-	-	-	-	-	-
MILAF	2,000,000	8,416,388	-	-	-	-	-	-	-	10,416,388
Bond capital project	-	-	-	-	-	-	-	208,188	-	208,188
	<u>10,000,982</u>	<u>12,061,704</u>	<u>(2,498,581)</u>	<u>-</u>	<u>85,225</u>	<u>14,098</u>	<u>1,231,534</u>	<u>5,677,299</u>	<u>360,809</u>	<u>26,933,070</u>
Investments										
Common Stock	-	-	-	-	-	16,726	-	-	-	16,726
Total cash and investments	<u>\$ 10,000,982</u>	<u>\$ 12,061,704</u>	<u>\$(2,498,581)</u>	<u>\$ -</u>	<u>\$ 85,225</u>	<u>\$ 30,824</u>	<u>\$ 1,231,534</u>	<u>\$ 5,677,299</u>	<u>\$ 360,809</u>	<u>\$ 26,949,796</u>

Jackson College  
Billing Contact Hours  
March 31, 2021  
Preliminary - Unaudited

	<b>Budgeted FY 21</b>	<b>Actual FY 21</b>	<b>Actual Percentage</b>	<b>Actual FY 20</b>	<b>Prior Year Percentage</b>
Semester:					
Fall	43,082	41,477	96.3%	49,363	84.0%
Winter	39,165	37,490	95.7%	45,213	82.9%
Spring	15,666	-	0.0%	14,726	0.0%
<b>Total</b>	<b>97,913</b>	<b>78,967</b>	<b>80.7%</b>	<b>109,302</b>	<b>72.2%</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

9.1 Principles of Policy Governance

**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 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:**

Evaluation of the effectiveness of the board meeting relative to Policy Governance practice.

**Action Taken:**

None

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 12, 2021



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

**Subject to be Discussed:**

10.0 Meeting Content Review

**Description:**

This item on the agenda provides the Board the opportunity to give the Chairman and me feedback on the quality of the content provided during this meeting, and suggesting where improvements could be made.

**Resource Impact:**

None

**Requested Board Action:**

Provide feedback on quality of meeting content.

**Action Taken:**

None