

Jackson College Board of Trustees Meeting

Regular Meeting

April 15, 2024 06:30 PM



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MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS²), **we believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters!

MISSION DOCUMENTS

VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.
- **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.
- **Inclusion** – We demonstrate inclusion by seeking involvement and providing access for those with diverse backgrounds to work toward a culture of equality while maintaining differences in a respectful way.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.
- **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals' greatest strengths.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5:45pm Board Dinner [No Board discussion/decisions]

BOARD POLICY: [Open Meetings Act – Act 267 of 1976](#)

Description:

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.

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.

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.

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: April 15, 2024</p>



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
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: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

2.0 Adoption of Minutes

2.1 Regular Board Meeting of 03.11.24

2.2 Spring Planning Session of 04.02.24

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

Attached are the minutes of the most recent regular and special meetings 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 State 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

03.11.24

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 03.11.24, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairperson John Crist, Trustee Matt Heins, Trustee Donna Lake, Trustee Phil Hoffman Trustee Christopher Simpson, and Trustee Teshna Thomas.

Board Member Absence: Vice-Chairperson Sheila Patterson

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Dr. Mark Ott, Cindy Allen, Janel Elenbaas, Stephanie Waffle-Stephenson, Bill Abbott, Julie Hand, Ashley Van Heest

Chairperson John Crist called the meeting to order at 6:30PM Eastern Standard Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees date 02.12.24 was 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:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each). As was also stated on said form, Chairperson Crist reminded those offering comments that the Board does not respond in this setting when the matter presented concerns personnel, student issues, or matters are being addressed through the established grievance or legal processes, or otherwise a subject of review by the Board of Trustees.

Dr. Mark Ott (Current JC Employee – Jackson College Faculty Union Board of Trustees Liaison) – Dr. Ott reported that he and JC faculty Steven Tuckey were featured on the cover and in an [article](#) of the February-March edition of the MEA Voice entitled Get Ready – AI is transformative: “We have to focus on the speed of Change”. He expressed his hopes for the AI Committee that the College is creating, as well as his appreciation that Trustee Heins requested an update on the status of the external investigation. He described disappointment that the investigation may be lagging, as he reported, and suggested that the Board request an update on the external investigation at every Board meeting.

General External Investigation Status Update:

At the 02.12.24 regular meeting of the Jackson College Board of Trustees, Trustee Heins requested a general external investigation status update, inclusive of expenditures to date toward the external investigation. The Board’s legal counsel, Bill Abbott, provided a verbal status update as such during this time.

Bill Abbot shared that he spoke on 02.26.24 with attorneys of the external investigation firm Miller Johnson who described the following:

1. The scope of the external investigation is from 2018 to the Present.
2. 13 areas of expressed concern will be reviewed.
3. Nearly 60 categories of documents have been reviewed thus far.
4. 7 individuals have been interviewed thus far, with another round of interviews to begin soon.
5. The report is expected to be finalized this Summer.
6. \$60K (services rendered as of 01.31.24) have been invoiced to the College.

BOARD COMMENTS:

Trustee Simpson described his and CEO Phelan’s attendance at the last game of the women’s basketball season and wished the team well at the national tournament in Joplin, MO, the week of March 18th-22nd.

OWNERSHIP LINKAGE STATUS:

Trustee Lake noted that Ownership Linkage will be a topic of the Board’s Spring Planning Session on 04.02.24.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Governance Process: GP-02 Board Job Contributions – Policy Review

The Board’s Governance Process policy GP-02 Board Job Contributions was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Vice Chairperson Patterson, Trustee Hoffman, and CEO Phelan proposed amendments for the Board’s consideration.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-02 BOARD JOB CONTRIBUTIONS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: Governance Process: GP-04 Role of Board Chair – Policy Review

The Board's Governance Process policy GP-04 Role of Board Chair was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Vice Chairperson Patterson, Trustee Hoffman, and CEO Phelan did not recommend any amendments at this time for the Board's consideration.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY GP-04 ROLE OF BOARD CHAIR WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: Governance Process: GP-10 Investment in Government – Policy Review

The Board's Governance Process policy GP-10 Investment in Government was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Vice Chairperson Patterson, Trustee Hoffman, and CEO Phelan proposed amendments for the Board's consideration.

CEO Phelan noted the omission of schedules from all policies so that they do not have to amend the policy each time the schedule changes.

MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-10 INVESTMENT IN GOVERNMENT AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: Board-CEO Delegation: BCD-00 Global Board Management Delegation – Policy Review

The Board's Governance Process policy BCD-00 Global Board Management Delegation was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Heins, Trustee Thomas, and CEO Phelan did not recommend any amendments at this time for the Board's consideration.

MOTION BY TRUSTEE HOFFMAN TO APPROVE POLICY BCD-00 GLOBAL BOARD MANAGEMENT DELEGATION WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Executive Limitations: EL-12 Land Use – Policy Review

The Board's Executive Limitations policy EL-12 Land Use was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Heins, Trustee Thomas,

and CEO Phelan did not recommend any amendments at this time for the Board's consideration.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY EL-12 LAND USE WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-12 Land Use – Interpretations Review

CEO Phelan presented his interpretation recommendations for policy EL-12 to the Board for their regularly scheduled review.

MOTION BY TRUSTEE LAKE TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICY EL-12 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSENT / REQUIRED APPROVAL AGENDA

Adrian Property Sale Agreement:

The Board reviewed the sale agreement for the sale of Jackson College's Adrian property to the LISD for consideration.

CEO Phelan described that the commitment to Adrian will not wain whatsoever. He described his work with Ashley Van Heest to increase efforts to grow the Adrian enrollment significantly. The lease of this space, rather than owning it, may offer the potential of leasing additional space(s) elsewhere in Adrian, which could be advantageous in more effectively appealing to Lenawee communities.

Trustee Simpson asked about the time parameters and goals for the growth in Adrian. CEO Phelan shared that current administrators on Central Campus of the College have recently accepted the additional commitment to Adrian and are currently working toward timeline and goal development.

MOTION BY TRUSTEE HOFFMAN TO AFFIRM THE SALE AGREEMENT FOR SALE OF JACKSON COLLEGE'S ADRIAN PROPERTY TO THE LISD. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Consideration of JC Foundation Board of Directors Vacancy:

Following Vice-Chairperson Patterson's verbal resignation from the JC Foundation Board of Directors at the 02.12.24 regular meeting of the JC Board of Trustees, the JC Board of Trustees formally considered if they would like to fill the vacant Trustee position on the Foundation Board of Directors or leave it vacant. The JC Foundation

Board of Directors Bylaws indicate that their Board is required to have up to 3, but no less than 2, JC Board of Trustee members on JC Foundation Board of Directors.

The consensus of the Board was to not fill the vacancy.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-11 Entrepreneurial Activity – Evidence Review

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-11 Entrepreneurial Activity indicating Full Compliance according to his previously approved interpretations.

Trustee Lake asked about Amazon lockers available at the College. Parcels are delivered right to the lockers so that students can be notified directly by Amazon and pick up their items in the Amazon lockers.

MOTION BY TRUSTEE HOFFMAN THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-11 ENTREPRENEURIAL ACTIVITY AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, SIMPSON, AND THOMAS 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 2024, along with the schedule for the Trustee's policy pre-review process.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: GP-01 Governing Style – Survey Results Review:

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-01 Governing Style was mutually agreed upon.

MONITORING BOARD PERFORMANCE: BCD-06 CEO Compensation – Survey Results Review:

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-06 CEO Compensation. Compliance was mutually agreed upon.

INFORMATION REQUEST BY THE BOARD

Next Board Meeting Topics – 04.15.24:

CEO Phelan provided the members with a portend of items that are to come at the 04.15.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Policy Review: EL-05 Asset Protection
- Policy Review: EL-06 Investments
- Policy Review: BCD-05 CEO Succession
- Policy Review: GP-03 Board Planning Cycle & Agenda Control
- Policy Review: GP-12 Board Linkage with External Organizations
- Interpretations Review: EL-05 Asset Protection
- Interpretations Review: EL-06 Investments
- Evidence Review: EL-12 Land Use
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Review: GP-00 Global Governance Commitment
- Board Survey Review: GP-11 Board Linkage with Ownership
- Board Survey Review: GP-02 Board Job Contributions
- Board Survey Review: GP-04 Role of Board Chair
- Board Survey Review: GP-10 Investment in Governance
- Board Survey Review: BCD-00 Global Board Management Delegation

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

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process.

MEETING CONTENT REVIEW

Trustee Simpson described perhaps needing more than the update that was offered by the external investigation firm Miller Johnson.

Trustee Hoffman described that the firm is doing what was requested of them in conducting a wide investigation.

Bill Abbott shared that an interim report would not be offered as it could be misleading. He noted that there are 3 attorneys working on the investigation who anticipate its completion in the Summer.

Trustee Heins described that this is the Board's investigation, but it was handed to the external investigation firm to direct as timely as the firm sees fit to do so. Trustee Lake described her understanding that the interim report could be misleading, and that the investigation is moving at a quicker pace than she expected.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 7:06pm ET.

DRAFT



SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center

2nd Floor, Boardroom

04.02.24

[DRAFT & UNOFFICIAL]

The Spring Planning Session of the Board of Trustees of Jackson College was held on Tuesday, 04.02.24, 8:00am, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairperson John Crist, Vice Chairperson Sheila Patterson, Trustee Matt Heins, Trustee Donna Lake, Trustee Phil Hoffman, Trustee Christopher Simpson, and Trustee Teshna Thomas.

Board Member Absence: None.

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Cindy Allen, Bill Abbott, Ashley Van Heest, Julie Hand, Jamie Vandenburg, John Globoker, Antoine Breedlove, Jason Valente, Doug Yenor, Heather Ruttkofsky, Dr. Todd Butler, Norma Espinoza-Aguilar

Chairperson John Crist called the meeting to order at 8:04AM Eastern Standard Time.

DECLARATION OF CONFLICT OF INTEREST

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

COMMUNICATIONS

PUBLIC COMMENTS:

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

There was no public comment.

BOARD COMMENTS:

Trustee Lake and Trustee Simpson shared public appreciation and their own for the Jackson College Easter Egg Hunt held on 03.30.24, which was held inside due to weather, but was still well attended.

Trustee Thomas shared her appreciation for the ACCT-GLI conference that she attended with Chairperson Crist, CEO Phelan, and Keith Everett Book. She noted gaining a deeper understanding of how longevity of Trustees on a Board can be beneficial.

FY'24 COLLEGE UPDATES

STAGECRAFTING

CEO Phelan started by thanking Jason Valente and Jim Jones for their work on the newly renovated Baughman Theatre, which the Board toured during the break.

CEO Phelan led the Board through a presentation on his assessment of current and future conditions that are most likely to affect higher education, community colleges nationally, and Jackson College in particular,

He reminded the Board of the College's evergreen Strategic Agenda and continuing areas of focus: workforce, student outcomes, inclusion, viability, human development, innovation, cultural impact, and retention. He described tactics already in place to advance the strategic agenda goals, highlighting organizational adjustments such as increased full-time faculty, intensive focus on academic advancement, and organizational flattening.

CEO Phelan described the need to address institutional gaps and opportunities via an Academic Master Plan, learning assessment, HLC reauthorization, CBE learning, workforce and economic development, Center development, and online growth. Following the recent failed hiring search for a CAO, he proposed an organizational chart supporting him temporarily as both the CEO and CAO, with a 3 Dean model reporting to him. This plan would be effective for approximately a year before another CAO search could commence.

Trustee Hoffman shared his concern of CEO Phelan burning out as the CEO, the CAO, and the College's lobbyist. CEO Phelan shared that he is slowly removing himself from national organizations and would lean strongly on his 3 Deans. At Trustee Hoffman's request, CEO Phelan described his local Board commitments (Henry Ford Jackson Hospital, Henry Ford Systems Health, and the Enterprise Group). The Community College Center for Student Engagement (CCCSE) will be the main Board nationally on which he would remain. CEO Phelan also described the benefits of having himself temporarily assume the additional roles of the CAO, and the College's lobbyist, including the opportunity to personally fix some academic areas of concern and saving nearly \$400K across wages, benefits, and fees.

CEO Phelan shared the campus-wide involvement in the CAO hiring search process at Trustee Simpson's request and described the competitive nature of hiring searches currently. Trustee Heins shared his sensitivity to adding work to employees' current workloads because of staffing issues. CEO Phelan described the use of Process Reimagine and Redesign (PRR) conducted by CampusWorks across the College that is saving money as well as producing new process efficiencies which are positively impacting employee workloads.

Vice-Chairperson Patterson shared her concern with the impact of employee attrition on employee workloads. She encouraged CEO Phelan and employees to have transparent conversations about workloads along the way. Barring that, she agreed with CEO Phelan that this could work for 6-12 months. Chairperson Crist described his appreciation of the strong team that the CEO currently has supporting him. CEO Phelan shared his awareness of the emotional trauma in society and the high level of attention that he intends to continue exercising during this process.

Trustee Lake described that the CEO should keep the Board updated on how he and the team are doing with this organizational model on a regular basis.

BUILDING A CULTURE OF INCLUSIVE EXCELLENCE

Cultural Fluency Associates LLP was contracted to work with Jackson College to build a [culture of inclusive excellence](#) that provides for the professional development of all employees to grow in our collective understanding and facility in working, collaborating, interacting, educating, and communicating with each other and in particular, people of color.

This work is being conducted over the next year, in multiple stages, by Dr. Arlene Garcia and Kevin Skwira-Brown. Skwira-Brown and Dr. Garcia attended this portion of the agenda virtually to provide a description and update on their work thus far, as well as a portend of the work yet to come.

Chairperson Crist asked how Cultural Fluency's planned community focus group work might coincide with that of the Board's Ownership Linkage. Skwira-Brown differentiated the broader, inclusive nature of the Cultural Fluency work from that of the Board's Ownership Linkage / Owner-focused work. Cultural Fluency's work would complement rather than constitute for Ownership Linkage.

DIVERSITY, EQUITY, AND BELONGING UPDATE

Antoine Breedlove (Interim CDO / Director of Multicultural Affairs) offered an update on activities in the [Diversity, Equity, & Belonging](#) department. He described the work of Justice, Diversity, Equity & Belonging (JDEB) Committee. To Trustee Lake's question, he shared that Green Dot is a mental health service initiative, indicating a safe place for students to seek understanding.

Breedlove described the 'See the Vision, Be the Vision' mentoring initiative in which community mentors will play the key role. This initiative will include co-curricular and

internship elements. He described the work of the JC Affinity Liaisons as well and highlighted that the Men of Merit and Sisters of Strength programs have 55 members.

Trustee Heins asked if MoM and SoS alumni return to share in this work at the College after graduating, which Breedlove confirmed. Breedlove described the alumni reunion event he is currently coordinating and will get MoM and SoS alumni success stories to Chairperson Crist.

PACE SURVEY RESULTS NEXT STEPS

Jennifer Dobbs (New Student Engagement Communication & Technology Manager) offered an update on our work with the PACE Climate Survey for Community Colleges, which is administered by the Belk Center for Community College Leadership and Research, at the University of North Carolina.

The PACE Climate Survey itself allows community college leaders to better understand their institution's culture, employee engagement, and overall capacity to promote student success by hearing directly from employees about how they perceive and experience their work. In doing so, the survey promotes open and honest communication to inform priorities for change.

Dobbs reviewed the most recent survey results from 2022, JC's progress on survey recommendations, and explored next steps. She described highlights from the PACE teams work conducted at the JC Spring Convocation centered around asking employees what growth looks like to them, what makes them feel valued, and how employees might be more encouraged to participate in future surveys.

The lowest score on the survey was from Administrators: Decisions are made at the appropriate level at this institution. Takeaways from Administrators on how to improve this perspective included more opportunities for feedback, conversation vs. communication, consideration of decision impact, minimizing surprise information, and more involvement with leadership on decision-making. All of these takeaways are being effectuated.

Dobbs also shared the short-term win suggestions that have already been implemented, many focused around getting to know one another on a deeper level. The next PACE survey timing is under consideration, but likely to be Spring of 2025.

Chairperson Crist described his excitement to learn from the survey that 89% of JC employees are excited about their work and the contribution they make to the organization.

HUMAN RESOURCES AND HOUSING UPDATE

Cindy Allen (COO) provided an update on activities in the [Human Resources](#) department specifically regarding employee recruitment and retention efforts.

Prior to the meeting, she shared, for comparative purposes, the [CUPA-HR 2023 Higher Education Employee Retention Survey](#) with the Board, highlighting national data around retention compared to that of JC and what JC is doing to address retention. Jackson College's employee turnover rate was better than the national average. She noted that JC's Cleary Act Survey Report for 2023 to present is concerning, with considerable upticks this past year in violations concerning weapons, substance abuse, liquor law, and aggravated assault / dating violence. She expounded upon some housing and conduct issues, as well as potential causes of both.

Additionally, Allen introduced JC's relatively new Director of Student Residence Life, Norma Espinoza-Aguilar, who reviewed process improvements in JC's campus housing operations and in community buildings. Allen also noted that a Housing Manager will be starting in April.

Trustee Simpson asked about the capacity of housing, to which Espinoza-Aguilar offered that there are 180 students in housing now, with the capacity for up to about 400. He asked what the plan is to reduce the number of issues in behavior in housing. Allen cited the new judicial manager showing promise, more thorough orientations, policy compliance, and regular communications at floor meetings.

Trustee Hoffman asked what Espinoza-Aguilar appreciated most about the JC housing students thus far, to which she replied the diversity experience opportunities. She described that sticking to policy guidelines has been a challenge in the past, but she is making best practice adjustments and strengthening commitment to said policies. Bill Abbott, JC legal counsel, shared that fixing housing fixes a lot of issues on campuses, starting with ensuring that individuals are eligible for housing in the first place, which had been an issue in the recent past. CEO Phelan noted that requirements of a 2.0 GPA and full-time student status are best practices in housing, which when not followed, harms the students and institution (case and point).

Trustee Lake shared that Navigators should be the first step for establishing expectations with students.

Vice-Chairperson Patterson shared that bringing 400 students to housing means ensuring that there are activities for them to do. Not having activities and resources causes issues for students. She asked if activities have increased. Espinoza-Aguilar shared that once a week there is always a "tradition" experience to attend. This Fall there are plans to bring back more events to the buildings in the fall, – one large event per building once a month, and one large event for all 3 housing buildings once a semester.

CEO Phelan noted that the budget contemplates the hiring of a new Student Life Coordinator, and the availability of a contracted bus service to take students to shopping and dining areas. Abbott described the Library of Things that is being implemented has fun activities included for students. Breedlove noted that intermural activities and MoM and SoS events are also outlets for students.

PROCESS REIMAGINE AND REDESIGN

President Phelan indicated that the College contracted with the CampusWorks organization to assist JC in reducing waste and improving institutional efficiency. There have been some exciting gains thus far. Linda Champion, the Project Coordinator for PRR Implementation, attended virtually and provided the Board a Process Reimagine & Redesign update, consideration of major successes to date (up to a third of projects completed), and reviewed efforts that she will be undertaking across the College in the months ahead. Process efficiencies speak strongly to employee retention and student success.

CYBERSECURITY / AI UPDATE

Doug Yenor (CIO) shared an update on the College's cybersecurity efforts, as well as progress on the recommendations made by the Board's auditor Rehmann on cybersecurity.

He asked the Board to leave with knowledge on 3 things:

- Cone of Security
- Phishing
- Policies and procedures

The cone of security leverages cloud technology against ransomware risk mitigation, automated detection and behavior change to mitigate phishing risk, and accessing control and technical guardrails to mitigate data breach risk. Trustee Thomas described the importance of processes being in place for when employees exit the institution, which is a process that the IT department is working to strengthen.

Vice-Chairperson asked if there are phishing scenario tests being conducted via email for employees, to which CEO Phelan confirmed that the testing is being more fulsomely implemented currently. Trustee Lake shared that she was made aware of a poor practice of her own via JC's email testing already in place.

Yenor described many of the AI tools available to JC within the Google Cloud. Additionally, CEO Phelan and Yenor have created a charter for a Machine Learning (i.e., AI) committee that will assist the College in understanding machine learning, its applications for work on multiple levels, its evolution, as well as to ensure that the institution is protected from potential downsides of AI. The CEO's Leadership Council approved the Charter this past week. CEO Phelan has asked Yenor to chair the committee, which he has agreed to do.

Vice-Chairperson Patterson and Yenor discussed what AI apps are available without cost.

CEO Phelan also shared that he has been investing in the professional development of many of JC's employees regarding AI and that considerable experimentation of AI is already underway at the College.

ACADEMIC UPDATE

Dr. Todd Butler (Dean of Humanities and the Sciences) & Heather Ruttkofsky (Dean of Health Sciences, Career & Technical Trades) offered highlights of the College's academic programming.

Dr. Butler shared details about the unique and impactful relationship JC has with the Milan Federal Correctional Facility (MFCF), with state and federal corrections administrators, and with its Correction Education Program (CEP) students. Currently at MFCF there are 67 students enrolled. 42 students have earned 83 awards to date. Since 2017, 375 students have enrolled in the CEP at the MFCF.

Butler also reminded the Board of the Astronomical Observatory tour for the Board and any who might like to participate following the Board meeting on April 15th.

Heather Ruttkofsky shared details of reimagining JC's Sandbox Center for Innovation and Teaching and the training for faculty that JC is prioritizing within this space. The sandbox encourages collaboration among students and faculty from various disciplines, fostering creativity and interdisciplinary learning. She also informed the Board of the Jetway online opportunities for learning and the online Teacher's Toolkit.

Assistant Dean of Instruction, Jamie Vandenburg provided an update on student success grant opportunities and focus, as well as Competency Based Education (CBE) workshops being conducted with faculty and efforts toward increasing the incorporation of Credit for Prior Learning (CPL) at JC.

Vandenburg also provided a Corporate and Continuing Education (CCE) and Workforce highlight on the JC Leading Edge Series which offers a targeted series of leadership training courses tailored with a blend of theoretical insights and practical applications.

POWER AND INDUSTRY PROGRAM

Vandenburg updated the Board on a new workforce, power, and industry development partnership with Consumer Energy, and how efforts will be enhanced on Central Campus in the coming months, including an on-campus pole yard for the line worker program. The newest area of these efforts centers around public works and non-credit apprenticeships. It is this type of work that CEO Phelan has prioritized at the College through some reorganization and budget allocation.

Vandenburg shared that JC has produced the most line workers for Consumer Energy to date, working to be the central pipeline for line workers in the area. Vice-Chairperson Patterson and Vandenburg discussed "other electric" training partnerships, in particular going underground as opposed to pole hanging. Trustee Heins shared his appreciation for the water and wastewater treatment career path offering. CEO Phelan described the relationship with JAMA that has been further cultivated and is growing.

JACKSON COLLEGE FOUNDATION UPDATE

Julie Hand shared that Sheril Tarrant has joined the Jackson College Foundation as Director of Major Grants and Grant Development. She also described efforts toward congressional discretionary funding that is showing promise for significant funding opportunities in the amount of \$5.4M focused on AI and emerging technologies. She ended by reminding the Board of the \$1.5M gift the College received from Alro Steel and the Al Glick Foundation, sharing JC's gratitude once again for that tremendous gift. JC is working closely with fellow gift awardee Henry Ford on the scholarship opportunities therein.

CENTERS UPDATE

Interim CSSO, Ashley Van Heest, shared the current state and enrollment development plans for the Hillsdale and Lenawee Campuses.

She described the student service organization chart that she inherited, and the flattened organization structure JC is moving toward. She pointed out that Zak McNitt is now leading efforts in Lenawee operations and Stephanie Waffle-Stephenson is leading the Hillsdale operations, both of which are fostering enthusiastic relationships within those communities that have been lacking for some time. She offered JC Lenawee and Hillsdale strategic priorities, which include fostering an increase in dual enrollment, community involvement, workforce connections, and efficient academic scheduling.

CEO Phelan described that Van Heest has done an exceptional job in serving in the Interim CSSO role at Jackson College, offering a great many recommendations for improvement in the Student Services department, most of which have been implemented. Van Heest will be transitioning to lead the College's Institutional Research and Effectiveness department in mid-May.

CEO Phelan announced that he has hired Dr. Alytrice Brown to serve as the new CSSO. Dr. Brown currently serves as the Assistant Vice President of Student Life at Texas A & M University at Texarkana. She will begin her first day with JC on 05.13.24.

STRATEGIC AGENDA

Ashley Van Heest led the Board through highlights of the College's current evergreen Strategic Agenda for the next 18 months. She showcased the manner in which the Strategic Agenda has been operationalized to date. She also suggested how the 4 main goals of the Strategic Agenda might best be categorized for easiest relatability:

- Goal #1: Committed
- Goal #2: Connected
- Goal #3: Innovative
- Goal #4: Adaptive

Van Heest shared the institutional scorecard with the Board, noting that the billing contact hours (BCH) are surpassing goals significantly, with more time for continued growth. Vice-Chairperson Patterson asked about how gaps in programing are being

accounted for, to which Van Heest described the construction of a program vitality process.

Van Heest ended by sharing an informed history of the Summer Bridge Program (Ready, Set, Jet!) and described a revised version of the program that will have a more effective focus on academic preparation for Fall coursework.

BUDGET DISCUSSION

FY '24 PERFORMANCE

CFO John Globoker reminded the Board that JC receives the lowest property tax mileage rates in the State among community colleges; therefore, to balance that, JC must have one of the highest community college tuitions in the State. Trustee Hoffman noted, however, that the State appropriating percentage of JC's total revenue is higher than the average of MI community colleges.

The budget discussion continued with an overview of the College's current (i.e., FY '24) financial experience, referencing the [January 2024 Financial Report](#), the Board [approved budget](#), and JC's experience to-date.

CASH CONTROL UPDATE / LONG TERM DEBT

CFO John Globoker provided an update of JC's current cash control that has been deployed in response to the most recent auditor recommendations. Jackson College continues to maintain effective controls. He described a JC process implemented in June 2023 of reporting awarded financial aid to the Department of Education within 15 days that quickly brought the College into compliance with a single audit finding.

He also shared that the College submitted a detailed process to the Higher Learning Commission for engaging stakeholders (inclusive budgeting) for the purpose of setting operational priorities and prioritizing financial resources.

Globoker offered a review of the College's long-term debt, which represents 6.38% of the FY'25 annual operating budget, well below the commitment of the administration to not exceed 10% of the annual operating budget per Board policy.

Additionally, Globoker shared the stretch goal of billing contact hours (BCH) projected for FY'25 of 106,500 (from projected 104,800 for FY'24).

PROPOSED FY '25 BUDGET TARGETS

The budget discussion concluded with a review of CEO Phelan's proposed FY '25 budget targets, based upon a number of key assumptions, formulas, and operational changes, major revenue assumptions including tuition and fees, BCH, state appropriations, property tax, housing and meal plan rates, and major expense assumptions including wages and merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt service, and capital equipment.

Critical numbers for the Board's consideration are a \$193 tuition fee for in-district learners (an \$8 increase over FY'24) and a \$53.00 universal student services fee (an increase of \$3.50 over FY'24).

Trustee Simpson requested the demographics of the out-of-district students. Trustee Heins expressed that he could support the 3.9% tuition, all things considered. He noted that a 0% increase in the CEP program funding is disappointing for him. Trustee Simpson asked if JC position vacancies were a savings. CEO Phelan explained that the vacancies more so shift priorities to satisfy the current needs of the institution more fulsomely.

The consensus of the Board was favorable of the proposed budget, for approval at the Board's regular meeting on 06.10.2024.

FACILITIES MASTER PLAN & FY '25 MASTER PLAN PROJECTS

Jason Valente, Chief Campus & Logistics Officer, briefly reviewed highlights of the progress on the College's 5-Year Facilities Master Plan & FY'25 Campus Master Plan Projects.

He shared that, as per Board policy and/or rules of restricted gifts, the funds allocated here are required to be spent toward facilities only. He noted the commitment to deferred maintenance as a means toward asset protection, highlighting the Ruth Day Theatre renovations, as well as the housing back-up power project prioritization, considering previous challenges due to loss of power in housing and on campus.

Trustee Heins inquired about backing up power in the Cuiss Fieldhouse rather than 4-5 housing buildings, noting his concern that the short-term access to back-up power may surpass the true need. CEO Phelan described failed iterations of that practice in the past and currently enhanced student and public expectations of community colleges. Trustee Lake inquired about back-up power being supported for just one of the housing buildings, to which Valente informed that the cost would not be significantly impacted as such – and he noted that there would not be sufficient space to hold students from other residences; the one-time investment of the generation is likely to be worth it according to expert opinion.

Trustee Hoffman shared his positive experience with his own generator and the significant negative impact of losing power. Trustee Thomas shared her appreciation for considering this issue from a student standpoint and what students have requested.

The consensus of the Board was in support of the Facilities Master Plan. Valente will present an expanded discussion on this same topic at the 04.15.24 regular meeting of the Board.

BOARD OWNERSHIP

OWNERSHIP DEFINITION / OWNERSHIP LINKAGE PLAN

The Board discussed the College definition of who the Owners of Jackson College are. This discussion was facilitated by Governance Coach Rose Mercier, who attended virtually. The Board considered:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
 - a. Electors
 - i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
 - ii. Electors could be considered “legal Owners”.
 - b. Taxpayers
 - i. Taxpayers have a financial interest in the College because as the College does well, then values, reasonably, improve – through an educated populous, etc.
 - ii. If the College were to dissolve, the remaining assets would be distributed amongst the property taxpayers of Jackson County.
 - iii. Taxpayers could be considered “funders”, to which the College has accountability.
 - c. Citizens
 - i. Not all citizens are electors or taxpayers. Not all electors are taxpayers.

Potential conclusive statement: The category of taxpayers encompasses those that are both citizens and electors, making ‘taxpayers’ the most inclusive Owner focus group to consider when defining and engaging the Owners of Jackson College.

Chairperson Crist expressed his impression that Owners should be taxpayers, as did Trustee Lake and Trustee Hoffman. For now, the definition will stay as citizens. This topic will be revisited for a decision at the 04.15.24 regular meeting of the Board.

Also, at the 04.15.24 regular meeting of the Board, the Board will decide upon their Ownership Linkage Practices. They will decide upon the Ownership Linkage Methodologies and an Ownership Linkage Schedule for the next 3 years.

SUMMER RETREAT AGENDA CONSIDERATIONS

Trustee Heins suggested eliminating the Board’s Summer Retreat going forward. Trustee Hoffman and Vice-Chairperson Patterson offered support. A decision will be made at the 04.15.24 regular meeting of the Board.

PLUS / DELTA

The Board offered feedback on how we can improve future meetings, as well as what worked well from their perspective.

Trustee Hoffman shared that the budget presentation was a repeat of information he already knew by reading the Board packet. He also described his perspective that the Board has too many meetings.

Trustee Simpson requested that the Budget discussion be at the beginning of the meeting in the future. He described how the presenters were all well-spoken and provided worthwhile information.

Trustee Heins agreed with Trustee Simpson. He expressed that the information was a good refresher of what the College does and strives to do. It also reminded him of the staff's excellent caliber at Jackson College.

Trustee Lake shared her appreciation for the work that was shared and that it was important to hear. She agreed the budget should be earlier in the meeting.

Vice-Chairperson Patterson shared her appreciation for the presentation that John Globoker conducted, like an educator rather than just a financial expert. She appreciated the operational updates and suggested spreading them out among regular Board meetings.

She also described her perspective that significant issues and attrition have been occurring in housing for years, and that stability has not yet been achieved in housing. She expressed that tackling housing could correct a lot of issues.

Vice-Chairperson Patterson shared her continued desire to see more diversity in staff. Additionally, she described receiving information from two BPOC JC nursing students that the scores JC requires for admittance into and success within their nursing program are higher than those of Baker College, which may be perceived as an unnecessary barrier for marginalized populations to be accepted into and successful in JC's nursing program.

Chairperson Crist described that the information shared via all the presentations was much needed. He highlighted that his key takeaway continues to be the need to thoughtfully formulate and follow policy. He agreed that the budget discussion should be earlier in the agenda in the future. He ended by reminding the Board of the overall positive feedback within and action generated by the PACE Survey.

Vice-Chairperson Patterson described that high attrition creates gaps in how policy is understood and followed, which contributes to employee policy error.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 2:55pm ET.

DRAFT



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
3.0 Declaration of Conflict of Interest* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
Description: Consistent with Board Policy, By-laws, and the standard of the Fiduciary 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. 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. A roll call vote is required for this item.
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: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications

4.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: BYLAWS

Description:

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. **Members are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take matters presented under advisement.**

The Chairperson should read the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:

“When addressing the Board, speakers are asked to be respectful and civil. 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, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.

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: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications
 4.2 Board & CEO Comments

BOARD POLICY: BYLAWS

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.

However, Board Policy and good governance practice suggests that this is not an occasion to make statements to the attending public, as this is a meeting of the Board, not the public. Thus, this item is provided solely an opportunity for sharing items of interest among Trustees.

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: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Ownership Linkage

5.1 Owner Definition

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Executive Summary:

As a follow-up from the Spring Planning Session, I ask that the Board discuss the best Board definition of who the Owners of Jackson College are. Please consider:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
 - a. Electors
 - i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
 - ii. Electors could be considered “legal Owners”.
 - b. Taxpayers
 - i. Taxpayers have a financial interest in the College because as the College does well, then values, reasonably, improve – through an educated populous, etc.
 - ii. If the College were to dissolve, the remaining assets would be distributed amongst the property taxpayers of Jackson County.
 - iii. Taxpayers could be considered “funders”, to which the College has an accountability.
 - c. Citizens
 - i. Not all citizens are electors or taxpayers. Not all electors are taxpayers.
 - d. Potential conclusive statement: The category of taxpayers encompasses those that are both citizens and electors, making ‘taxpayers’ the most inclusive Owner focus group to consider when defining and engaging the Owners of Jackson College.

Requested Board Action:

Decision on the Board’s definition of the College’s Owners.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Ownership Linkage

5.2 Ownership Linkage Plan

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Executive Summary:

Also, as a follow-up to the Spring Planning Session, the Board will hold a discussion of their Ownership Linkage Practices led by the enclosed document that I have developed for your consideration.

Please consider the Ownership Linkage Methodologies and an Ownership Linkage Schedule for the next 3 years to assist in our planning efforts.

Resource Impact:

None

Requested Board Action:

Decision on the Board's Ownership Linkage Plan and Schedule.



Ownership Linkage Practice Board of Trustees Jackson College, MI

Overview:

Ownership linkage work is pivotal for the Board of Trustees in its governance leadership work as it bridges the gap between governance and the Owners' aspirations for the community. Engaging in this process allows the Board to capture and integrate the nuanced perspectives and evolving priorities of those with a vested interest in the success of Jackson College, ensuring that governance decisions resonate with their core values.

This proactive, generative, strategic and future-focused engagement is vital in steering the organization's strategic trajectory, and underpinning decision-making with a deeper understanding of ownership expectations. It reinforces a culture of transparency and accountability within the Board's Policy Governance framework, strengthening trust and participation among Owners, as well as Stakeholders. Ultimately, Ownership Linkage is key in formulating policies and strategic directions that are not only responsive to the current regional ecosystem, but also reflective of the Owner's collective vision and future needs, thereby bolstering Jackson College's effectiveness and alignment with its fundamental mission.

In essence, the principal of Ownership Linkage is about effectively connecting with, understanding, and incorporating the perspectives of those with a moral stake in the success of Jackson College, into the governance process, aligning the Board's actions and decisions with the values and needs of its Owners, thereby enhancing the organization's effectiveness, relevance, and accountability.

According to Janice Moore, John Carver's Policy Governance model suggests several key purposes through the use of Ownership Linkage in effective governance:

- **Clarifying Accountability** - This process ensures that the Board genuinely represents and is accountable to the organization's 'Owners' - those with a moral investment in Jackson College's conduct and outcomes.
- **Informing Decision-Making** - Interacting with Owners provides the Board with critical insights that shape its decisions, particularly concerning the organization's goals and impacts.
- **Ensuring Relevance and Responsiveness** - Regular engagement with Owners ensures the organization remains aligned with their evolving needs, values, and expectations, adapting as necessary.
- **Fostering Trust and Transparency** - Ownership linkage demonstrates the Board's commitment to openness, building trust by showing that Owner perspectives are considered in decisions.

- Guiding Strategic Direction - Owner input is vital for aligning the organization's goals and strategies with Owner expectations and needs.
- Enhancing Board's Knowledge and Perspective - These activities expand the Board's understanding of the operational environment, aiding informed, strategic decisions.
- Balancing Diverse Interests - It assists the Board in balancing the varied interests within the Ownership, ensuring decisions reflect broader ownership interests.
- Building Engagement and Participation Culture - The practice encourages Owners to actively participate in governance and the organization's success.
- Creating a Feedback Loop - Establishes continuous feedback between the Board and Owners, enabling governance and organizational performance improvement.
- Supporting Policy Development - Owner input is crucial in developing and refining policies, especially those defining Jackson College's desired outcomes.

Defining the JC Owners:

As the Board considers who the Owners of Jackson College are, the Board asks itself the following:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
 - a. Electors
 - i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
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Ownership Linkage Methodologies:

There are a variety of methodologies that the Jackson College Board of Trustees can use in order to gather relevant, forward-thinking, future-focused insights that can assist the Board in it's ENDS policy development that will ultimately require the Chief Executive Officer's attention and delivery. The means of gathering this important

information can be used concurrently, over months or over many years. Finally, the collection of Ownership Linkage is not required to acquisition each year. Indeed, there should be sufficient time provided to the CEO in order to effectuate changes to ENDS policy statements as they are updated by the Board. Tools for Ownership Linkage information gathering include:

- Owner Advisory Groups: The methodology involves creating groups made up of Owners to provide advice and share their views on specific matters.
- Structured Surveys and Questionnaires: These instruments are paramount for eliciting both quantitative and qualitative responses. Their digital or physical dissemination facilitates broad engagement. Platforms like Google Forms and SurveyMonkey enhance creation and analytical efficacy.
- In-depth Interviews and Focus Groups: Individual interviews offer rich, nuanced data, while focus groups leverage the dynamic of group interaction to extract diverse perspectives and deeper insights into collective behaviors and attitudes.
- Digital Footprint Analysis and Social Media Scrutiny: Leveraging sophisticated tools to scrutinize online interactions and social media engagements can yield insights into prevailing trends, preferences, and public opinions.
- Examination of Public Archives and Existing Datasets: Utilizing pre-existing data from public domains or prior research studies can furnish valuable insights without necessitating primary data collection.
- Crowdsourcing Techniques: Engaging distributed crowds through platforms like Amazon Mechanical Turk or utilizing social media networks enables the aggregation of extensive data sets from diverse demographics.
- Interactive Workshops and Community Dialogues: Facilitating forums where participants can engage in collective deliberation and feedback offers unique insights, particularly for community-focused initiatives.
- Targeted Polling Methods: Conducting succinct polls, whether digitally, telephonically, or face-to-face, provides immediate feedback on specific queries, although with a potential trade-off in depth for speed.
- Direct Conversations: Talking to Owners in person, like at casual café meetups or formal annual meetings, to get their thoughts and feedback.
- Informed Opinion Polls: Bring together a group of representative Owners, give them detailed information on certain topics, and then ask for their opinions.
- Special Invitee Meetings: Ask important people or experts in the Owner group to meet and talk about specific issues in depth.
- Quick On-the-Spot Surveys: Do short surveys in places where people naturally gather, like malls or parks, to get quick opinions.
- Visiting Established Groups: Go to places where people already meet, like community centers or churches, to talk and listen to their views.
- Collaboration with Similar Boards: Work together with other boards that have similar types of Owners to understand what's important to them.

What to Ask JC Owners:

The following list is designed to elicit detailed and forward-looking responses from the Ownership of Jackson College, guiding its strategic direction and ensuring alignment with the community's evolving needs:

1. Adapting Curriculum to Future Trends: "How should our Jackson College modify its curriculum to align with technological advancements and societal changes expected over the next decade?"
2. Enhancing Lifelong Learning Opportunities: "What approaches should Jackson College take to bolster lifelong learning and adult education, in response to the growing demand for continuous skill development in a rapidly evolving world?"
3. Global Perspective Integration: "What methods can Jackson College employ to incorporate global perspectives into its programs, preparing students for a globally interconnected society?"
4. Community College's Role in Digital Shifts: "In the context of widespread digital transformation across industries, what should be Jackson College's role in facilitating our community's adaptation to these changes?"
5. Emphasizing Sustainability Education: "Given the increasing concerns about environmental sustainability, what level of focus should Jackson College place on environmental education and sustainable practices?"
6. Mental Health Support Initiatives: "What initiatives or programs should be implemented by Jackson College to enhance student mental health and overall well-being?"
7. Promoting Equity and Social Justice: "What measures can Jackson College take to actively foster equity and social justice in our community?"
8. Collaborative and Experiential Learning Models: "What is your viewpoint on Jackson College developing partnerships with businesses and industries to provide experiential, hands-on learning opportunities?"
9. Focus on Emergent Study Fields: "Which emerging study fields should Jackson College prioritize to equip students for the future job market?"
10. Improving Community Feedback Mechanisms: "How can we better our feedback systems to ensure continuous alignment with community needs and effective adaptation to future challenges and opportunities?"
11. Addressing Changing Demographics: "What strategies should Jackson College implement to adapt its services and programs to the evolving demographic composition of our community in the next decade?"
12. Role of Artificial Intelligence in Future Education: "What role do you envision for artificial intelligence in the future educational landscape, and how should Jackson College prepare for this integration?"
13. Fostering Entrepreneurial Capabilities: "How critical is it for Jackson College to nurture entrepreneurial skills in students, and what specific initiatives would you suggest for this purpose?"
14. Developing Student Resilience: "In an era marked by uncertainties, how can Jackson College contribute to cultivating resilience and adaptability in its students?"
15. Cultural Competence Enhancement: "What strategies should Jackson College employ to boost cultural competence and global awareness amongst students in a diversifying world?"

Schedule:

Fiscal Year	Owner Category	Channel or Methodology	Location	Date/Time
2024	JPEC	Focus Group	JPEC	October 12 18:30
2024	Township Bds	Focus Group	Township Offices	Summer - varied
2025				
2025	Owners	Survey	online	Spring
2026				
2026	Chamber Bds	Focus Group	Chamber offices	Fall

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.1 GP-00 Global Governance Commitment – Policy Review – Part II*

BOARD POLICY: GOVERNANCE PROCESS: GP-00 Global Governance Commitment

Description:

Enclosed for a secondary review (following the postponement of its regular review at the 01.08.24 regular meeting of the Board until after a fulsome discussion defining the Board's Owners could be explored at the Board's Spring Planning Session held on 04.02.24) is policy GP-00.

The enclosed version tracks the Board's recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendments to policy GP-00 Global Governance Commitment.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Global Governance Commitment

Policy Number: GP 00

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 06.08.20

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Thomas &
Trustee Heins

GLOBAL GOVERNANCE PROCESS STATEMENT:

The purpose of the Jackson College Board of Trustees, functioning on behalf of the ~~citizens~~taxpayers of Jackson County, is to ensure that Jackson College achieves appropriate results for the appropriate people, and at an appropriate cost, as specified in the Board's ENDs policies, and avoids unacceptable actions and situations, as specified in the Board's Executive Limitations policies.

Date Of Change	Version	Description of Change	Responsible Party
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 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.2 GP-11 Board Linkage with Ownership – Policy Review – Part II*

BOARD POLICY: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Description:

Enclosed for a secondary review (following the postponement of its regular review at the 02.12.24 regular meeting of the Board until after a fulsome discussion defining the Board's Owners could be explored at the Board's Spring Planning Session held on 04.02.24) is policy GP-11.

The enclosed version tracks the Board's recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of amendments to policy GP-11 Board Linkage with Ownership.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with Ownership

Policy Number: GP 11

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 01.9.23

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

GOVERNANCE PROCESS STATEMENT:

The Owners of Jackson College are defined as the taxpayers citizens of Jackson County. The Jackson College Board of Trustees shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, individuals, ethnic groups, identities or other interest groups.

1. When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, of the College's mission and services, as well as their obligation to speak for others as a representative of the Owners as a whole. As the agent of the Owners, the Board is obligated to identify and know what the Owners want and need from a strategic, long-term perspective.
2. The Board shall gather data in a way that reflects the diversity of the Ownership. It shall meet with, gather input from, and otherwise interact with Owners in order to understand the diversity of their values and perspectives.
3. The Board will establish and maintain a three-year Ownership linkage planning cycle, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the Owners, primarily around the organization's Ends. The plan will include selection of representative Owners for dialogue, methods to be used, and questions to be asked of the Owners. The information obtained from this dialogue with Owners will be used to inform the Board's policy deliberations.
 - 3.1. All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.
4. The Board will consider its Ownership linkage successful if, to a continually increasing degree:

- When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what [strategic](#) benefits this organization should provide, for whom, and the relative priority of those benefits.
- The Owners are aware that the Board is interested in their perspective, as Owners and not as customers.
- If asked, the Owners would say that they have had opportunity to let the Board know their views.
- The Owners are aware of how the Board has used the information they provided.
- The outcomes of the deliberations with the Owners are policy related matters rather than operational or customer-based matters.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
01.09.23	1.0	Regular Review – No changes	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.3 GP-03 Board Planning Cycle & Agenda Control – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Cycle

Description:

Enclosed for its regularly scheduled review is policy GP-03. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-03 Board Planning Cycle & Agenda Control.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Planning Cycle and Agenda Control

Policy Number: GP 03

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 04.10.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Thomas &
Trustee Heins

GOVERNANCE PROCESS STATEMENT:

To accomplish its job products with a **Policy Governance** style consistent with Jackson College Board of Trustees's policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work. The Board of Trustees shall:

1. ~~The Board shall~~ maintain control of its own agenda by developing an annual schedule ~~based on the multi-year cycle. [See cycle schedule at the end of this policy.]~~
 - 1.1. Review ~~of the~~ **ENDS policy(ies)** in a timely fashion which allows the CEO to build an **institutional** budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ENDS.
 - 1.2. **Maintain a linkage** with the Ownership to gain a representative mix of Owner values, perceptions and expectations, prior to the above review.
 - 1.3. **Engage in in regular Education** and professional development related to **Policy Governance, as well as the** development and revision of ENDS. The Board will consider including environmental scanning, review of professional articles and publications, conference attendance, participation in presentations by thought leaders or experts, and activities which develop strategic foresight.
 - 1.4. **Consider Risk** assessment, including **the** probability of risks, and **the relative** impact of particular risks, as background context for policy review.
 - 1.5. ~~Content~~ **Conduct a** review of selected Executive Limitations, Governance Process and Board – CEO Delegation policies, consistent with **a multi-year annual** schedule that includes all **Board** policies.

1.6. ~~Conduct a S~~Self-evaluation of the Board's own compliance with selected Governance Process and Board – CEO Delegation policies, consistent with the schedule in the policy *Investment in Governance* such an evaluation will constitute the Board's MEANS and governance performance monitoring.-

1.7. ~~Ensure the D~~documentation of monitoring compliance by the CEO with Executive Limitations and ENDS policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.

~~4.8. Attend Education and professional development about the process of governance.~~

~~1.8. T~~Two planning sessions annually, one held no later than November, the second held no later than ~~May~~April. ~~Additionally, T~~the Board will schedule a Summer retreat no later than June~~August.~~

~~1.9. Ensure that n~~No later than June, the College's tuition, fee-setting, and the levy and collection of taxes is presented in an annual budget for approval by the Board.

~~4.9-1.10.~~

2. Based on the outline of the annual schedule, the Board delegates to the Board Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened by the Chair. Screening questions shall include:

- Clarification as to whether the issue clearly belongs to the Board or the CEO.
- Identification of what category an issue relates to ENDS, Executive Limitations, Governance Process, Board-President Delegation.
- Review of what the Board has already said in this category (i.e., via policy review), and how the current issue is related.

~~3.~~ Throughout the year, the Board will work to limit the number of, and attend to Required Approvals Agenda items, as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda, ~~D,~~deliberation, if any, will only be in regard to whether or not the CEO's decision complies with relevant Board policies.

~~3.-~~The Board shall cause to have developed a

~~3.1. Not later than June, the College's tuition, fee-setting, and the levy and collection of taxes in the annual budget.~~

~~JACKSON COLLEGE BOARD OF TRUSTEES: FY 2025 ANNUAL CALENDAR / WORK PLAN~~

4. ~~Purposes of~~ Board Calendar/Work Plan. Said document shall:

Commented [KB1]: Trustee Heins: I would like to discuss eliminating this one.

- ~~I~~To identify strategic topics for Board discussion which relate to Board Policy outcomes, particularly ENDS, as well as, effectiveness measures, and other considerations which strengthen the College's strategic direction;
 - ~~E~~To ensure compliance with College Board Policies which require monitoring reports to, and/or action, by the Jackson College Board of Trustees; and
 - ~~S~~To schedule discussion topics in a sequence leading to the College's strategic direction, Ownership-Linkage priorities, budget adoption, and achievement of the Board's ENDS.
5. To accomplish its job outputs with a ~~Policy~~ ~~g~~Governance style consistent with Board policies, the Board will follow an annual agenda which (a) contemplates a re-exploration of ENDS, and Board Policies annually; and (b) continually improves its performance through attention to Board education and to enriched input and deliberation. To that end:
1. The Board's planning and calendar cycle will conclude each year on the last day of June of each year in order that administrative budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision. Long-range planning will be addressed annually on a fiscal year basis. At its Spring Planning Session, the Board will develop its agenda for the ensuing one-year (i.e., fiscal year) period;
 2. Education, input, and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the new fiscal year. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent board deliberation and decision-making. ~~and~~

~~2.3.~~

~~3. The sequence derived from this process for FY 2025 is as follows:~~

July 2024

~~MCCA Summer Conference (Mackinac Island, MI)~~

~~No Regular Meeting~~

August 2024

~~Agenda Items:~~

- ~~See FY 2025 Board Policy Reviewing & Monitoring Schedule~~
- ~~Q4 Financial Report~~

September 2024

~~Fall Planning Session (may be held in September-November of each year)~~

~~Agenda Items~~

- ~~See FY 2025 Board Policy Reviewing & Monitoring Schedule~~
- ~~Consideration of State Required Best Practices Resolution~~

October 2024

ACCT Leadership Congress (October 23-26, 2024; Seattle, WA)

Agenda Items:

- ~~See FY 2025 Board Policy Reviewing & Monitoring Schedule~~

November 2024

Agenda Items:

- ~~See FY 2025 Board Policy Reviewing & Monitoring Schedule~~
- ~~Audit Report~~
- ~~Information: CEO, CFO Audit Certifications~~
- ~~Consideration of Budget Adjustments (if needed)~~
- ~~FY 2025 Q1 Financial Report~~

December 2024

No Regular Meeting

January 2025

Agenda Items:

- ~~Organized election for Board Offices (Odd Years Only)~~
- ~~Consideration to Move Board Dates to Accommodate Conferences (if needed)~~
- ~~Consideration of Spring Planning Session Date~~
- ~~See FY 2025 Board Policy Reviewing & Monitoring Schedule~~
- ~~Consideration of Distinguished Service Award Nominations~~

February 2025

ACCT National Legislative Summit (February 9-12, 2025; Washington, DC)

Agenda Items:

- See FY 2025 Board Policy Reviewing & Monitoring Schedule
- Consideration of Recipient of Distinguished Service Award
- Consideration of Recipient of Crockett Award
- Selection of Presenter's for Commencement
- FY 2025 Q2 Financial Report

March 2025

Spring Planning Session (may be held in March-April of each year)

Agenda Items:

- BSE: GP-01 Governing Style
- See FY 2025 Board Policy Reviewing & Monitoring Schedule

April 2025

Agenda Items:

- See FY 2025 Board Policy Reviewing & Monitoring Schedule
- Pre-Audit
- Budget Matters:
 - Truth in Budgeting Hearing
 - Consideration of Authorization to Levy
 - Consideration of FY 2024 Tuition and Fees
 - Consideration of FY 2024 Budget

May 2025

Agenda Items:

- See FY 2025 Board Policy Reviewing & Monitoring Schedule
- State Accountability Report (ACS)
- FY2025 Q3 Financial Report

June 2025

Board Summer Retreat (may be held in June, July, or August of each year)

Agenda Items:

- See FY 2025 Board Policy Reviewing & Monitoring Schedule
- Selection of Representatives to the MCCA Board of Directors
- Consideration of Fall Board Planning Session Date
- Administrative Personnel Practices Manual/Compensation

FY 2025 BOARD POLICY REVIEWING & MONITORING SCHEDULE		
FY 2025 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
August 12, 2024	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to CEO <u>Review BCD-04</u> Monitoring CEO Performance	<u>Monitor EL-00</u> General Executive Constraint (PHELAN) <u>Monitor EN-01</u> ENDS
September 9, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review BCD-01</u> Unity of Control <u>Review GP-05</u> Role of Vice Chair <u>Review GP-08</u> Board & Committee Expenses	<u>Monitor BCD-03</u> Delegation to CEO <u>Monitor BCD-04</u> Monitoring CEO Performance
October 14, 2024	<u>Review EL-04</u> Financial Conditions & Activities <u>Review EL-08</u> Communication & Support to the Board	<u>Monitor EL-01</u> Treatment of Learners <u>Monitor EL-02</u> Treatment of Staff <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 11, 2024	<u>Review EL-09</u> Organization Culture <u>Review EL-07</u> Compensation & Benefits <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the CEO	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)
January 8, 2025	<u>Review EL-01</u> Treatment of Learners	<u>Monitor EL-09</u> Organization Culture

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	<u>Review EL-02</u> Treatment of Staff <u>Review EL-10</u> Access to Education <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations	<u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-13</u> Special Rules of Order <u>Monitor BCD-02</u> Accountability of the CEO
February 12, 2025	<u>Review EL-11</u> Entrepreneurial Activity <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> CEO Compensation <u>Review GP-00</u> Governance Commitment	<u>Monitor EL-01</u> Treatment of Learners (CINDY/TBD) <u>Monitor EL-02</u> Treatment of Staff <u>Monitor EL-10</u> Access to Education <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
March 11, 2025	<u>Review EL-12</u> Land Use <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>Review BCD-00</u> Global Board Management Delegation	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style <u>Monitor BCD-06</u> CEO Compensation <u>Monitor GP-00</u> Governance Commitment
April 15, 2025	<u>Review EL-05</u> Asset Protection <u>Review EL-06</u> Investments <u>Review BCD-05</u> CEO Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>Review GP-12</u> Board Linkage with External Organizations	<u>Monitor EL-12</u> Land Use <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>Monitor BCD-00</u> Global Board Management Delegation
May 13, 2025	<u>Review EL-03</u> Planning	<u>Monitor EL-05</u> Asset Protection <u>Monitor EL-06</u> Investments

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	Review GP-09 Board Code of Conduct	Monitor BCD-05 CEO Succession Monitor GP-03 Board Planning Cycle & Agenda Control Monitor GP-12 Board Linkage with External Organizations Monitor GP-14 Handling Operational Complaints
June 10, 2025	Review EL-00 General Executive Constraint Review EN-01 ENDS (TBD)	Monitor EL-03 Planning Monitor GP-09 Board Code of Conduct

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Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.10.23	2.0	"Careholdership" replaced "Ownership" throughout the document.	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.4 GP-12 Board Linkage with External Organizations – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-12 Board Linkage with
 External Organizations

Description:

Enclosed for its regularly scheduled review is policy GP-12. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-12 Board Linkage with External Organizations.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with External Organizations

Policy Number: GP 12

Date Adopted: 06.08.20

Version: 1.0

Date Last Reviewed: 06.08.20

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Thomas &
Trustee Heins

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees shall identify other organizations, with which it requires good working relationships, in order to share and enhance its role as Owner representative in determining the most appropriate ENDS.

1. The Board shall establish mechanisms for maintaining open communication with federal, state, local governing bodies, as well as other public and private entities regarding ENDS. Such mechanisms may include, but are not limited to:
 - Inviting representatives of those organizations to Jackson College Board meetings;
 - Meeting jointly with other Boards on occasion;
 - Engagement in Board Planning Sessions; and
 - Written and/or virtual communications.
2. For organizational memberships relevant to Policy Gg governance, the Board shall consider the merits of membership in other organizations annually.

Date Of Change	Version	Description of Change	Responsible Party
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 15, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.5 BCD-05 CEO Succession – Policy Review*

BOARD POLICY: BOARD-CEO DELEGATION: BCD-05 CEO Succession

Description:

Enclosed for its regularly scheduled review is policy BCD-05. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of policy BCD-05 CEO Succession.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: President & CEO Succession

Policy Number: BCD 05

Date Adopted: 05.11.20

Version: 1.0

Date Last Reviewed: 04.10.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Heins &
Trustee Thomas

BOARD-CEO DELEGATION STATEMENT:

In its role of assuring organizational performance and continuity, the Board shall take action ~~in the event upon the extended absence of thea President & CEO-absence~~ to ensure consistent continuity of leadership and operations forof the management or the organizationCollege and, when necessary, an orderly transition in President & CEO succession.

For purposes of this policy statement, the Board's appointment of an 'Acting President & CEO' is a temporary assignment wherein an existing College employee is temporarily relieved of their current job duties and assumes the responsibilities of the President & CEO, typically due to the President & CEO's short-term absence. The 'Acting' individual in this role is responsible for maintaining the continuity of academic and administrative functions. This role generally persists for a brief duration, ranging from a few weeks to several months, after which the Acting employee is permitted to return to their original role.

By contrast, an 'Interim President & CEO' refers to a temporary but often longer-term appointment where an individual (either an internal employee, an external consultant, or other hire) fills the President & CEO's administrative and academic role, during a defined period of transition. This occurs typically after the current President & CEO has vacated the position and before a permanent replacement is found. Unlike acting roles, the interim position involves full and complete authority and responsibilities of the role under Policy Governance, including strategic decision-making and College leadership. The tenure of an interim appointment can range from several months to over a year, depending on the College's needs and the time taken to find a permanent successor.

Short- and Long-Term Absences

1. The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the President & CEO will return to ~~his or her~~their position once the events that precipitated the absence are resolved. Any absence longer than six months is considered to be a long-term absence.
2. Should an absence of the President & CEO arise, the Board will meet as soon as feasible at a special or regular meeting. The Board will review the President & CEO's most recent reasonable interpretation for Executive Limitation EL-3 #9.2 (~~"Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services."~~) and #9.2.1 (~~"Prepare no fewer than two College executive staff to assume operation of the organization."~~) and consider the President & CEO's recommendation for selection of an executive staff to assume Acting President duties. The Acting President will have a full suspension of their normal duties during this temporary period and will be returned to normal duties upon the conclusion of the Acting period.
 - 2.1. If any of the executive staff, designated by the President & CEO, is unable or unwilling to serve as the Acting President & CEO, the Board may engage a different executive staff member.
2. ~~—~~
3. The Board will appoint an Acting President & CEO.
 - 2.1. ~~If any of the executive staff designated by the CEO is unable or unwilling to serve as the Acting CEO, the Board may engage interim CEO services.~~
3. ~~The Acting President & CEO will have direct accountability to the Board of Trustees and provided with those additional and temporary requirements for communication, decision-making authority, and operations as deemed by the Board. the same authority and accountability as the CEO.~~
4. ~~—~~
 - 3.1.4.1. Specifically, the Board will determine if it wishes to amend its Executive Limitations policy in regarding areas of significant organizational risk and/or increase the frequency of performance monitoring for any policy or any part of any policy for the period of the absence.
- 4.5. In addition to monitoring Acting President & CEO performance through the normal cycle of monitoring reports, as well as other formative requirements, the

Board ~~will~~may provide a summative performance assessment of the Acting ~~President &~~CEO at agreed upon intervals.

- ~~5-6.~~ The Board will determine compensation for the ~~interim-Acting~~ appointment and establish a temporary contract to that end.
- ~~7.~~ Immediately upon the appointment of the Acting ~~President &~~CEO taking effect, the Board Chair will notice staff, Trustees, the Foundation Board, the Jackson Preparatory and Early College Board, ~~and~~ key civic and organizational leaders, as well as Jackson College employees of the President & CEO's absence and the temporary delegation of authority.
- ~~6.~~ In the event that the President & CEO's absence is determined by the Board to be longer and cannot reasonably be expected to be undertaken by an Acting President & CEO, the Board may choose to return the Acting President & CEO to their normal duties upon the election and appointment of an Interim CEO.
- ~~8.~~
 - 8.1. The Interim President & CEO will possess the same authority and accountability as the President & CEO, being held to the same Policy Governance standards and accountabilities as the President & CEO who is on leave of college duties.
 - ~~6-1-8.2.~~ The Interim President & CEO will continue in the role until such time as the President & CEO who is on leave either returns from said leave or notifies the Board of Trustees of a request for permanent leave, as outlined in the Return from Absence section of this policy (below):

Return from Absence

- ~~7-9.~~ The Board and the President &CEO shall mutually decide upon the schedule for return to the position.
 - ~~7-1-9.1.~~ A reduced schedule for a set period of time is allowed with ~~the-a~~ commitment of working towards full-time schedule.
- ~~8-10.~~ In the event that either the short-term or long-term absence entails a medical or other event rendering performance in the position untenable by the President & CEO, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the interim appointment.
- ~~9-11.~~ In the event that the President &CEO notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Trustees, will develop a plan for recruitment and selection.
 - ~~9-1-11.1.~~ Service as Acting or Interim President &CEO shall not preclude ~~said-a~~ person from being considered by the Board for permanent appointment as College President &CEO.
- ~~10-12.~~ Regardless of the process used, only the Board as a whole will approve the person to be appointed as the next permanent President &CEO.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
04.10.23	1.0	Regular Review – Approved	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.1 EL-05 Asset Protection – Policy Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-05 Asset Protection

Description:

Enclosed for its regularly scheduled review is policy EL-05. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.


Resource Impact:

None

Requested Board Action:

Consideration of policy EL-05 Asset Protection.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

**JACKSON COLLEGE
BOARD OF TRUSTEES POLICY**

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Asset Protection
Policy Number: EL 05
Date Adopted: 01.13.20

Version: 5.0
Date Last Reviewed: 04.10.23
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
 Trustee Thomas
 Trustee Heins

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained or unnecessarily risked.

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

1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.
 - 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.
 - 1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.
 - 1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.
 - 1.2. Permit the organization to have inadequate privacy/cyber insurance.
2. Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
3. Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.
4. Allow the College to have insurance for theft and crime coverage that is less than

- community college industry standards.
5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.
 - 5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.
 6. Receive, process or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.
 7. Make any purchases that do not result in an appropriate level of quality, after-purchase service, and value for the dollar expended, or do not provide opportunity for fair competition.
 - 7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.
 - 7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole-source' provider. Orders shall not be split to avoid these criteria.
 - 7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality; 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.
 - 7.4 Allow minority, women, and veteran vendors to be without information critical to their receiving equitable consideration in competitive bidding.
 8. Allow College intellectual assets, to be unprotected or exposed to loss or significant damage.
 9. Endanger the organization's public image, credibility, or its ability to accomplish Board ENDS.
 - 9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.
 - 9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.
 - 9.3 Publicly position the College in support of, or opposition to, any known political organization, or candidate for public office.
 - 9.4 Develop or continue collaborative relationships with organizations- whose principles or practices are incompatible with those of the College.
 - 9.5. Allow relationships with careholders-Oewners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of ENDS.
 10. Change the organization's name or substantially alter its identity in the community.
 11. Create or purchase any subsidiary corporation.

Commented [KB1]: Teshna Thomas: The word "minority" is no longer the appropriate term to use. "People of color" is the term right now. The reason is because the word "minority" denotes a minority or smaller status, someone lesser than the other. The trends are changing and the word minority does not accurately capture today's society.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.13.20	2.0	Edits to original policy recommend by CFO and CEO to enhance clarify of policy	Chief of Staff
10.05.21	3.0	Minor edits based upon actual practice	President & CEO
11.08.21	4.0	Minor edits based upon actual practice	President & CEO
5.9.22	4.0	Regular Review – Approved	CEO
4.10.23	5.0	Minor clarifying edits	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.2 EL-06 Investments – Policy Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-06 Investments

Description:

Enclosed for its regularly scheduled review is policy EL-06. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

Resource Impact:

None

Requested Board Action:

Consideration of policy EL-06 Investments.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Investments

Policy Number: EL 06

Date Adopted: 11.11.19

Version: 2.0

Date Last Reviewed: 04.10.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Thomas
Trustee Heins

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not permit investments that are inconsistent with federal, state or local laws, nor to be managed in a way that is inconsistent with the primary investment objectives of capital preservation and reasonably assured revenue growth.

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

1. Permit investments or other alternatives for generating a return on cash, to be managed without the active involvement of well-qualified investment advisors with a proven track record, and who are independent of any investment fund.
 - 1.1. Permit the advisor to take title to any assets.
 - 1.2. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed-to fees, or at the specific direction of the College's Chief Financial Officer or CEO.
2. Permit investments that are insufficiently liquid to meet the organization's anticipated expenditures without incurring penalties.
3. Permit the investment of cash accounts (or operating capital) in anything other than what is defined in the Community College Act section 389.142 as being permitted by a Michigan community college.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
5.9.22	1.0	Regular Review - Approved	CEO
4.10.23	2.0	Minor clarifying edits.	CEO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.3 EL-05 Asset Protection – Interpretations Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-05 Asset Protection

Description:

Attached for their regular assessment are my interpretations for policy EL-05.

I am not recommending any substantial changes to my interpretations since the Board last reviewed them.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-05 Asset Protection as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 05 Asset Protection

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

POLICY STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the preceding statement by the following list, the CEO shall not:

- 1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.**

I have interpreted “inadequate insurance” in policy items #1.1 (including 1.1.1 and 1.1.2) to 1.2. Compliance with these items below constitutes compliance with this policy.

- 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.**

INTERPRETATION:

I have interpreted “insufficient scope of perils” in policy items 1.1.1 and 1.1.2 below. I am further interpreting the scope of perils to include disruption of College operations, due to unpredictable events or ‘Acts of God’ (i.e., force majeure), as well as exposure to danger or serious danger.

Compliance with this policy will be demonstrated when insurances of the College, in particular its ‘Umbrella Insurance’, for disruption of college operations, is consistent with coverage limits standards for an institution our size, type, and scope, as well as when items 1.1.1 and 1.1.2, (below) are fully compliant.

This interpretation is reasonable because it is consistent with the recommendations of the College’s insurance consultant, and the Michigan Community College Risk Management Authority (MCCRMA) standards of coverage.

1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.

INTERPRETATION:

I have interpreted compliance to be demonstrated when a schedule property of values is updated and signed each year, computing the blanket limit of coverage for buildings and contents, and that the College is in possession of insurance coverage documents to those amounts.

This interpretation is reasonable because it is based on insurance industry standards for current replacement blanket insurance on building and contents.

1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The College is in possession of an insurance policy provides for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets.
- b) The levels/type of insurance coverage provided is consistent with the range recommended by the insurance industry consultant (see insurance type and current insurance coverage schedule below).

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000

Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

This interpretation is reasonable because the assessment of adequate insurance is provided by a third-party independent insurance consultant, as noted in the schedule above) is an accepted industry standard.

1.2. Permit the organization to have inadequate privacy/cyber insurance.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The operational and disruptive threat of Cyber Security is mitigated using preventative controls and insurance protections are consistent with what was identified in the annual cyber security audit. This level of control will include the annual review of a Maintenance of Operations plan; and
- b) Insurance levels are consistent with the Michigan Community College Risk Management Authority (MCCRMA) standards of coverage for Cyber Liability.

This interpretation is reasonable because the insurer is a third-party expert and provides the College with an independent assessment of what adequate insurance is in the current environment, as well as what constitutes an appropriate Maintenance of Operation plan, which is required before any cyber insurance can be issued.

2. Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.

INTERPRETATION:

I interpret the level of adequate insurance (i.e., E & O for the board, as well, as other liability insurances for staff and related parties) to be determined by an industry expert, in this case, the Michigan Community College Risk Management Authority (MCCRMA) and their standards of coverage determinations, and such policies are currently in place and on file.

This interpretation is reasonable because the insurer is a third-party expert and an independent assessment of what adequate insurance is.

3. Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has a professional activity form (i.e., pre-approval documentation) on file, granting approval to travel on behalf of the College. Further, that this form is utilized by persons traveling on College business.
- b) Employees are provided access to information about applicable travel insurance coverages prior to their approved travel.
- c) Coverages are consistent with 3rd party consultants' recommendations based on industry standards.

This interpretation is reasonable because prior approval to travel, as well as provisions for applicable travel insurance, is a standard practice among higher education institutions.

4. Allow the College to have insurance for theft and crime coverage that is less than **community college industry standards.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the College is ensuring its theft and crime coverages are at a level, identified by the College's the 3rd party insurance consultant, as standard for an institution our type, size, and scope.

This interpretation is reasonable because it is not only a standard practice utilized by higher education institutions, but that the recommendations for coverage levels are provided by a third-party industry consultant.

5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the 'unnecessary exposure to claims of liability' are addressed in item 5.1 below, as well as when all College Trustees and employees have received required training on Title IX, Sexual Harassment Prevention, and the Jackson College Code of Ethics, as constituting compliance with this policy.

This is interpretation is reasonable because said training is required by the United States Department of Education.

5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.

INTERPRETATION:

I am interpreting the phrase “material contracts or material internal human resource documents” to include all Labor Agreements and all contracts with vendors and organizations, to have a direct or indirect financial liability of \$100,000 or more. I have further interpreted that compliance will be demonstrated when:

- a) A random statistical sampling of contracts is reviewed by the College’s Internal Auditor to confirm all associated contracts greater than \$100,000 are reviewed by legal counsel prior to contract signing.
- b) A random statistical sampling of contract documents, reviewed by the College’s Internal Auditor, reveal that performance bonds for contracts of \$100,000 or greater with vendors the College does not have established relationships with, are on file in the College’s Business Office.

This interpretation is reasonable because all labor agreements, and all contracts with vendors are reviewed by the College’s legal counsel and are additionally reviewed and signed by the College President. Further, all union labor agreements are executed by the Board of Trustees. Finally, all performance bonds for \$100,000 projects and higher with vendors the College does not have established relationships with, include liability protections for the College, ensuring that work is performed of a nature and timeline consistent with the contract.

6. Receive, process, or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.

INTERPRETATION:

I am interpreting fraud protection, involving the receipt, process, or distribution of funds to be achieved when adequate crime (i.e., fraud) insurance is filed and current, as well as when both internal and external auditors confirm adequate internal controls are in place. I have further interpreted policy compliance to be demonstrated when:

- a) The external auditors do not find any deficiency in the internal controls process, as part of their annual audit; and

- b) Any deficiency noted in internal controls is corrected within 90 days.

This interpretation is reasonable because the use of internal and external third-party auditors to examine, evaluate, and recommend improvements and/or corrections to fraud protection practice is not only a higher education industry standard, but is also that standard for non-profit organizations.

7. Make any purchases that do not result in an appropriate level of quality, after- purchase service and value for the dollar expended, or do not provide opportunity for fair competition.

I have interpreted this policy to be in compliance when, purchasing practices utilized within the College, are consistent with those of like-sized, industry comparable institutions, within the Michigan Community College Association (i.e., Group II, MCCBOA), as well as when items 7.1, 7.2, 7.3, and 7.4 (below) are fully in compliance.

This interpretation is reasonable because it ensures the attention to all items below, but also that the College purchasing processes are attendant to the structure of Michigan laws, but also that they are evaluated against peer community colleges in the MCCA Group II classification, and in combination with CFO peers in the Michigan Community College Business Officers Association).

7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators annually submit documentation regarding the absence of conflict of interest, or noting occasions wherein an actual or apparent conflict may occur. Further, the College Board of Trustees declare any conflict of interest that may exist in their decision-making prior to the commencement of any board meeting, as provided on the College's Board agenda;
- b) The external auditor notes there is no conflict of interest in transactions in the past fiscal year among employees or Trustees; and
- c) Material conflicts are disclosed in the annual audited financial report.

This interpretation is reasonable because not only are there formal practices for noting any actual or apparent conflicts of interest, a third-party auditor annual reviews these practices and conducts annual sampling to determine if any violations of this process have occurred. Finally, regarding the Board of Trustees, such practices are consistent with the national fiduciary standard for Duty of Loyalty among board members.

7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole source' provider. Orders shall not be split to avoid these criteria.

INTERPRETATION:

I have interpreted compliance to be demonstrated when verification has occurred, for those College departments, which have the authority to initiate purchase order requisitions, have transmitted their request for approval through first, their Leadership Council Member, and then through the Business Office. I have further concluded that compliance will be demonstrated when items a, b., and c. (below) are also compliant:

- a) The College's Internal Auditor conducts a review of a statistically valid sample of purchase order requisitions for policy compliance and confirms that all orders approved by the College's Comptroller are compliant with the required bid documentation, or sole source provider documentation if the purchase price is greater than \$100,000;
- b) The College's external auditor annual conducts a statistical sampling of the processes of purchases of \$100,000 or more, for process compliance; and
- c) The administrative purchasing policy is consistent with Board Policy.

This interpretation is reasonable because the process validation is conducted by both internal and external auditors of the College, which is an industry standard approach.

7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) All College departments end employees with purchasing authority are provided the criteria of this policy;
- b) All College Administrators annually receive, and annually review, the College's purchasing policy in the Administrative Council Meeting annually; and
- c) The members of Leadership Council confirm the policy is being applied in their respective areas of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

7.4 Allow ~~minority, women, and veteran~~ vendors to be without information critical to their receiving equitable consideration in competitive bidding.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) Purchasing departments and their employees with purchasing authority have been provided this policy, which is annually reviewed, to ensure that purchases at the College are consistent with this criterion; and
- b) The members of the College's Leadership Council confirm the policy is being followed in their respective area of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices relative to ~~minority, women, and veteran~~ vendors ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

8. Allow College intellectual assets, to be unprotected or exposed to loss or significant damage.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when all College logos, names and characters of proprietary nature have registered trademarks or copyrights.

This interpretation is reasonable because registration not only provides legal basis for protecting assets against improper or fraudulent use, but it is an industry standard relative to the protection of intellectual assets.

9. Endanger the organization's public image, credibility, or its ability to accomplish Board Ends.

INTERPRETATION:

I have interpreted compliance with this policy statement will occur when, I have demonstrated sufficient breadth of operational policies, processes, and training frequency for employees regarding the protection of the College's reputation, as well as when items 9.1 through 9.5 (below) are fully compliant.

This interpretation is reasonable because policy and process development, deployment, and training are current industry standards for protection of the College's image and reputation.

9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Institutional (i.e., Regional) and Secondary accreditation agencies confirm that all required data and documentation has been provided by required submission dates; and
- b) The College institutionally, as well as those programs which are accredited by secondary accrediting agencies report that they are in good standing. No Jackson College programs with supplemental accreditation standing regarding accreditation status.

This interpretation is reasonable because both the College's regional accreditor, as well as is secondary program accreditors are external to the College and have defined practices for determining the quality of the College and its program offerings.

9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a. All grants considered by the College include agreements which detail the nature of the grant, any match requirement, period of time in which the College is required to expend funds, prior to acceptance. Grant applications requiring organizational matches by the College must be approved by the President before application submittal. Further, all match requirements for the grant must be provided within the annual budgets of the College.
- b. All donations/gifts to the College must be codified by a memorandum of understanding or agreement that outline the nature of the donation/gift, the use of said donation/gift, and define any additional contributions or considerations by the College, prior to acceptance. These MOU's and agreements are signed by the College president and Foundation executive

This interpretation is reasonable because it ensures that, prior to any pursuit of a grant or the rescript of any donation or gift, consideration has been given to obligations of the College and ensure the budgeting of same.

9.3 Publicly position the College in support of, or opposition to, any known political organization or candidate for public office.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Review of public sources leading up to election dates do not reveal or report instances of the College supporting or opposing political organizations or candidates for public office;
- b) All political organizations and candidates for public office are given equal opportunity to speak on campus;
- c) No signage supporting candidates appear on any college property; and
- d) No College employees promote candidates in the classroom, their offices, nor do faculty or other employees promote candidates in their backgrounds on video meetings, internal print or digital communications, on clothing, use of buttons, or other promotional materials, while on college property or when conducting college business.

This interpretation is reasonable because it is the law of the State of Michigan.

9.4 Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.

INTERPRETATION:

I have interpreted that compliance with this policy will be demonstrated when:

- a) All Leadership Council members and the College President have confirmed that they have not engaged in, created any partnership agreement, or obligated the College in any way with any organization whose principles or practices are incompatible with those of the College, or that are unaligned with the College's mission, vision, values, and belief statements.
- b) If an incompatibility is discerned, the College President will make the final determination as to the cessation of the relationship with the offending party, understanding that the contractual and legal nature of the relationship, if present, must be adhered to, relative to contract cessation requirements.

This interpretation is reasonable because only the Leadership Council members and the President are allowed to enter into contractual relationships.

9.5 Allow relationships with ~~careholders~~ Owners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of Ends.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) A review of tracking software and/or consultation with student support offices confirm there is no outstanding, or unresolved issues with students with the College's Student Resolution Advocate or with the College's Judicial Committee;
- b) There are no unresolved or public relations matters that have not been addressed; and
- c) The College has a process to address other careholder/stakeholder concerns, including Freedom of Information Requests (FOIA), and that all are addressed within a reasonable period of time, even though a resolution may not be possible.

This interpretation is reasonable because such practices represent a common industry-based approach. Further, a record of such engagements is retained for validation in each of the aforementioned offices. Matters of resolving FOIA requests are defined by State law and are addressed by the College's Chief Operating Officer.

10. Change the organization's name or substantially alter its identity in the community.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) On those occasions wherein a name is changed, it is noted by action of the Board of Trustees, as approved and recorded in the minutes;
- b) Proposed name changes are requested of and approved by the Higher Learning Commission;
- c) Proposed name changes are requested of and approved by the Michigan State Department Education; and
- d) Any change in the name, image, and likeness, or positioning of the College identity, is supported by a Board motion approved and recorded in the minutes.

This interpretation is reasonable because it is a requirement of the aforementioned authorities to advance a name change.

11. Create or purchase any subsidiary corporation.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The establishment or purchase of any subsidiary corporation is documented on a College Board of Trustees agenda for consideration, and is subsequently placed in the minutes of the Board meeting at which it was approved; and
- b) The Board's auditor confirms that there has been no purchase or creation of a subsidiary corporation without prior approval by the Board of Trustees.

This interpretation is reasonable because the Board of Trustees has retained the authority of the decision for the purchase of a subsidiary corporation and all Board decisions must report a duly recorded motion and the vote to approve such a decision.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 15, 2024



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.4 EL-06 Investments – Interpretations Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-06 Investments

Description:

Attached for their regular assessment are my interpretations for policy EL-06.

I am not recommending any substantial changes to my interpretations since the Board last reviewed them.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-06 Investments as demonstrating a reasonable interpretation of the policy.

Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 06 Investments

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

POLICY STATEMENT:

The CEO shall not permit investments that are inconsistent with federal, state, or local laws, nor to be managed in a way that is inconsistent with the primary investment objectives of capital preservation and reasonable growth.

INTERPRETATION:

I have interpreted this policy statement to mean that any investments that are made by the College must not only adhere to all applicable laws for a public community college, but that any investments should be of low risk, with the intention of additional revenue generation. Further, I interpret that this investment work should be undertaken using an independent, qualified, third-party fund manager, with investment decisions made in consultation of the College administration.

This interpretation is reasonable because a licensed, (qualified) third-party investing agent is not only familiar with applicable laws, but that they are more skilled in the matters of investing are more likely to direct the College toward revenue growth.

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

- 1. Permit investments, or other alternatives for generating a return on cash, to be managed without the active involvement of well-qualified investment advisors with a proven track record, who are independent of any investment fund.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has an appointed an Asset Management Administrator, who can also provide a knowledgeable custodian for the College's funds.
- b) The College utilizes well-qualified investment advisors who actually make the securities purchases, who are also independent of any investment fund.

This interpretation is reasonable because the investment of the College's available funds are achieved by a bonded, legally accountable trust administrator, and secondary fund custodian. Further such investment recommendations are acted upon, based upon recommendations of an independent securities advisor.

1.1. Permit the advisor to take title to any assets.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has engaged the use of a fund advisor, who is not also the fund custodian;
- b) The funds held by the asset custodian, and security purchases made by investment advisor, are held in the Colleges name only.

This interpretation is reasonable because of the way and structure of how the investments are managed.

1.2. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed-to fees, or at the s specific direction of the College's Chief Financial Officer or President.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Fees are specified in the agreements of the engaged financial and asset management organizations.

This interpretation is reasonable because the way the fees are structured, the available reporting, and that the agreements are legally binding instruments between the College and the third-party organizations.

2. Permit investments that are insufficiently liquid to meet the organization's anticipated expenditures without incurring penalties.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Investment maturity dates are structured to mature at times that meet cash flow needs of the College based upon a planned schedule; and
- b) The actual interest-based revenue return matches the anticipated return without penalties for withdrawal.

This interpretation is reasonable because it maximizes the return on the investment

and is compliant with the Community College Act.

- 3. Permit the investment of cash accounts (or operating capital) in anything other than what is defined in the Community College Act section 389.142 as being permitted by a Michigan community college.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

The College's participation in investment activities is done via an investment pool composed entirely of investment instruments that are legal for direct investment by a community college and or purchased from a securities organization who only offers Jackson College legal direct investments by a community college.

This interpretation is reasonable because Michigan state law defines what is permissible for community college investments.