

Jackson College Board of Trustees Spring Planning Session

Spring Planning Session

April 07, 2023 07:30 AM



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(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 8.8.22



Campus Arrival:

- Emmons Road Entrance has been reopened

Testing, Vaccinations & Illness:

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

Classrooms & Campus Spaces

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

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

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:

7:30am Board Breakfast [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 breakfast, 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 breakfast gathering.

Resource Impact:

None

Requested Board Action:

Board members partake in a purely social breakfast gathering, prior to their Spring Planning Session.

Action Taken:



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:

1.0 Call to Order & Pledge of Allegiance of the United States

BOARD POLICY: GOVERNANCE PROCESS: GP-13 Special Rules of Order

Description:

Board Chairman Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:

“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 SPRING PLANNING SESSION
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 Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:
2.0 Declaration of Conflict of Interest * <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
Description:
Consistent with Board Policy and By-laws, 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. Should a conflict be present, it is requested that the member note the item in question, and abstain from any action concerning said item. A roll call vote is required for this item. NOTE: NO BOARD DECISIONS ARE BEING MADE AT THIS MEETING
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 SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

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

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

4.0 FY'24 Context Setting Discussion
 4.1 Environmental Indicators
BOARD POLICY: EXECUTIVE LIMITATIONS: EL-03 Planning

Description:

At this point on the agenda, I will lead the Board through a presentation on my assessment of current and future conditions that are most likely to affect higher education, community colleges nationally, and Jackson College in particular as we consider planning and attendant resources needed for us to achieve the College's mission and Board ENDS policy requirements.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION**Action & Information Report**

Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:

4.0 FY'24 Context Setting Discussion

4.2 Strategic Agenda

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-03 Planning

Attached is Jackson College's evergreen strategic agenda for the next 18 months, which will be reviewed quarterly by the Leadership Council and subsequently extended for another 3 months.

This document has been poured into by the whole of the institution since Fall 2022. We started with the Board's ENDS and proceeded from there. The Leadership Council subsequently generated 8 Big Ideals/galvanizing ideas/goals for the College to consider going forward. Over 175 employees participated in an input survey, extensive meetings were held with the Leadership Council, Coordinating Council, Administrative Council, as well as in all departments of the College. This work was distilled down to the 3 main goals and their related strategies, as you see in the attached document.

The final step in this quarter's strategic agenda process is determination of measureable and specific tactics that will operationalize the strategies, which are expected by May 1st. I share this as information relative to this operational strategic agenda, and the process, and I welcome any questions you may have.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

5.0 Budget Discussion

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities

Our budget discussion will begin with an overview of our current (i.e., FY '23) financial experience, inclusive of the board approved budget, and our experience to-date.

I will also provide a cash control and cybersecurity update.

Following that, I will share my proposed FY '24 budget targets, based upon a number of key assumptions, formulas, and operational changes.

Jason Valente, Chief Campus & Logistics Officer, will then review the progress on our current Capital Master Plan as well as, the proposed FY' 24 Capital Master Plan.

We'll conclude this discussion with a long-term debt review and an earlier budget consideration for approval.

Specific components of this section on the agenda are:

- 5.1 FY '23 Performance
- 5.2 Cash Control Update / Cybersecurity Update
- 5.3 Proposed FY '24 Budget Targets
- 5.4 Capital Master Plan for FY '24
- 5.5 Long-Term Debt Review
- 5.6 Earlier Budget Consideration for Approval

Resource Impact:

None

Requested Board Action:

Feedback for the FY '24 Budget to be presented in May.

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:
5.0 Budget Discussion 5.1 FY '23 Performance <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities
I will begin with an overview of our current (i.e., FY '23) financial experience, referencing the December 2022 Financial Report , the Board approved budget , and our experience to-date. This will include a look at our projected actual budget.
Resource Impact:
None
Requested Board Action:
Discussion
Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:
5.0 Budget Discussion 5.2 Cash Control Update / Cybersecurity Update <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities
I will provide an update of our current cash control and cybersecurity precautions that have been deployed in response to our auditor recommendations. Additionally, Doug Yenor will discuss a number of current, as well as proposed strategies to address threat actors.
Resource Impact:
Modest.
Requested Board Action:
Information only.
Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:	
5.0	Budget Discussion
5.3	Proposed FY '24 Budget Targets
5.4	Capital Master Plan for FY '24
5.5	Long-Term Debt Review
5.6	Earlier Budget Consideration for Approval
	(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-03 Planning)
Description:	
<p>During this time, Jason Valente and I will review the master plan followed by our projected BCH for FY'24.</p> <p>I will then review our major revenue assumptions including tuition and fees, BCH, state appropriations, property tax and our major expense assumptions including wages and merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt service, and capital equipment.</p> <p>I will also provide a review of debt and conclude with an earlier FY '24 budget consideration for approval.</p> <p>It is my hope to have this budget packet ready for board consideration at your Regular May meeting.</p>	
Resource Impact:	
None	
Requested Board Action:	
Feedback for the FY '24 Budget to be presented in May.	
Action Taken:	

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:

6.0 Other College Items

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

Executive Summary:

This time has been set aside for additional College Items/updates.

Resource Impact:

None

Requested Board Action:

Comment and Participation only

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed:

6.0 Other College Items

6.1 Recommended Policy Governance Changes

6.1.1 Policy Development Process

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Executive Summary:

In keeping with the Policy Governance idea that all governance policies are board policies, I am recommending that I suspend my continued direct work on board policy review and development, and instead transition this responsibility to the Board of Trustees. Obviously, I am more than happy to provide recommendations and support for this work of the Board.

I thought we could spend a few moments discussing this idea and consider possible means by which this can be done effectively.

Resource Impact:

Requested Board Action:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed:

6.0 Other College Items

6.1 Recommended Policy Governance Changes
 6.1.2 Use of Committees

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Executive Summary:

For your convenience, please find here the link to the [full Bylaws](#).

You will note that in Section 7 of the Bylaws, there are two standing Board Committees: Audit and Ownership-Linkage. Additionally, the by-laws specify that special (i.e., ad hoc) committees may be formed at any time for a particular, short-term goal of the board.

Based upon some benchmarking that I have been doing, I would like to have a conversation with the board about our Policy Governance approach to committee use (based upon thoughts from John Carver) get your recommendations.

Resource Impact:

None

Requested Board Action:

Discussion as to the Board's evaluation of the ongoing need for standing committees.

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed:

6.0 Other College Items

6.1 Recommended Policy Governance Changes
 6.1.3 Peer Benchmarking at ACCT

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Executive Summary:

It has been some time since we have had a policy governance benchmarking opportunity with another community college – the last of which was with Gateway Technical College in Kenosha, WI

I propose that we undertake this opportunity again at the ACCT Congress in Las Vegas. I would work with my peer CEO to gather and exchange information, define specific questions for discussion, and make the arrangements for a meeting spot at our hotel. I will have a recommendation for your consideration and discussion at the planning session.

I believe that engaging in peer benchmarking gives us an opportunity to see how policy governance is applied at other community colleges, and in so doing, gain additional perspective, new ideas, and build helpful networks.

Resource Impact:

Requested Board Action:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed:
<p>6.0 Other College Items</p> <p>6.2 College Feature</p> <p>6.2.1 Process Mapping (PRR)</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Executive Summary:
<p>Our Chief Information Officer (CIO), Doug Yenor will provide a timeline for and overview of the process re-imagine and redesign (PRR) currently underway via CampusWorks at Jackson College.</p>
Resource Impact:
None
Requested Board Action:
Comment and Participation only
Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

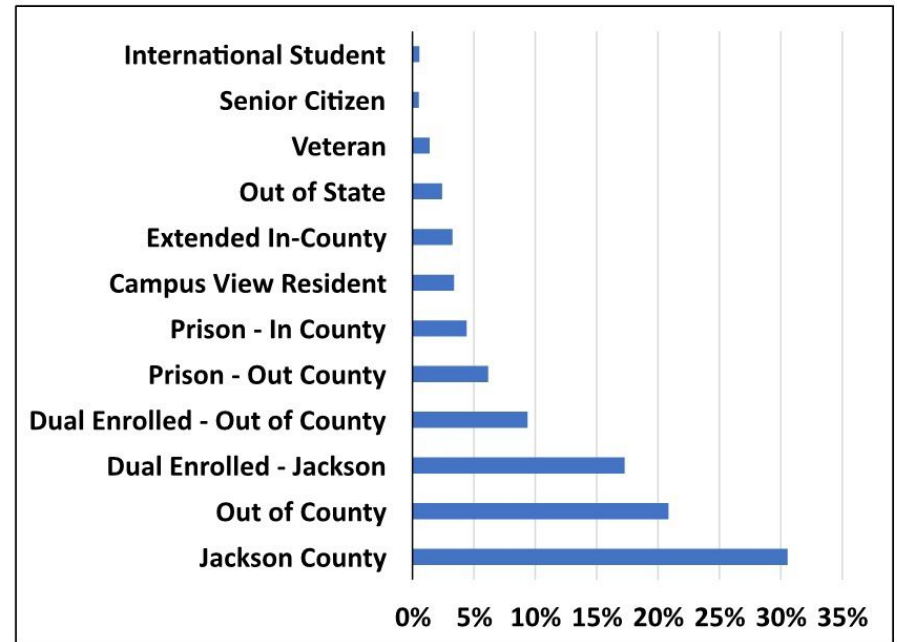
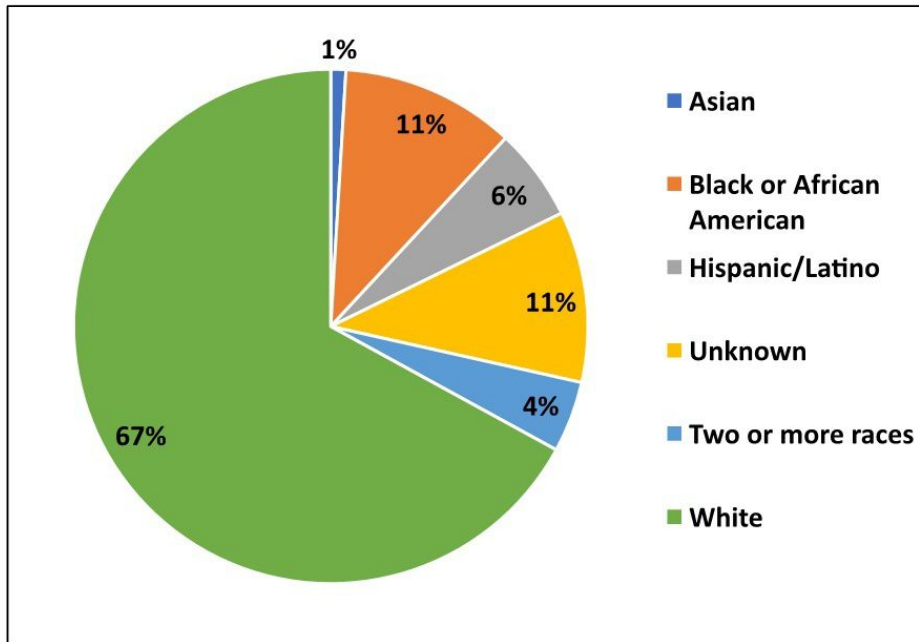
Subject to be Discussed:
<p>6.0 Other College Items</p> <p>6.2 College Feature</p> <p>6.2.2 Student Success Rates & Retention</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Executive Summary:
<p>Our Executive Director, Student Success and Retention, Ashley Van Heest will provide an overview of the current student success rate and retention at Jackson College, along with (perhaps most importantly) next steps toward furthering our success in this area.</p> <p>Attached you'll find the 2022-2023 enrollment profile, 2021-2022 awards conferred, overall course success rates, and retention rates for Fall cohorts, for your consideration of the discussion.</p>
Resource Impact:
None
Requested Board Action:
Comment and Participation only
Action Taken:

Enrollment Profile

2022-23

As of 3/14/2023

Unduplicated Headcount	Credit Hours	Billing Credit Hour
6160	75,788.25	82,085.53





Institutional Research and Effectiveness



Awards Conferred 2021-22

Total Awards: 987

Total Graduates: 804

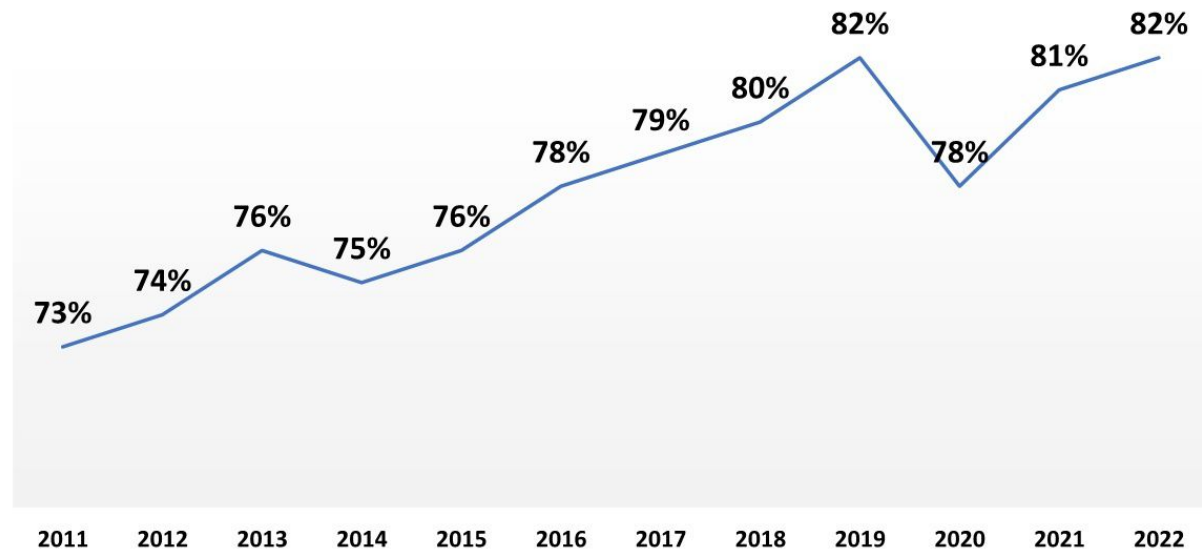
Credential Degree	
Certificate	205
AA	198
AAS	407
AGS	128
AS	23
BS	2

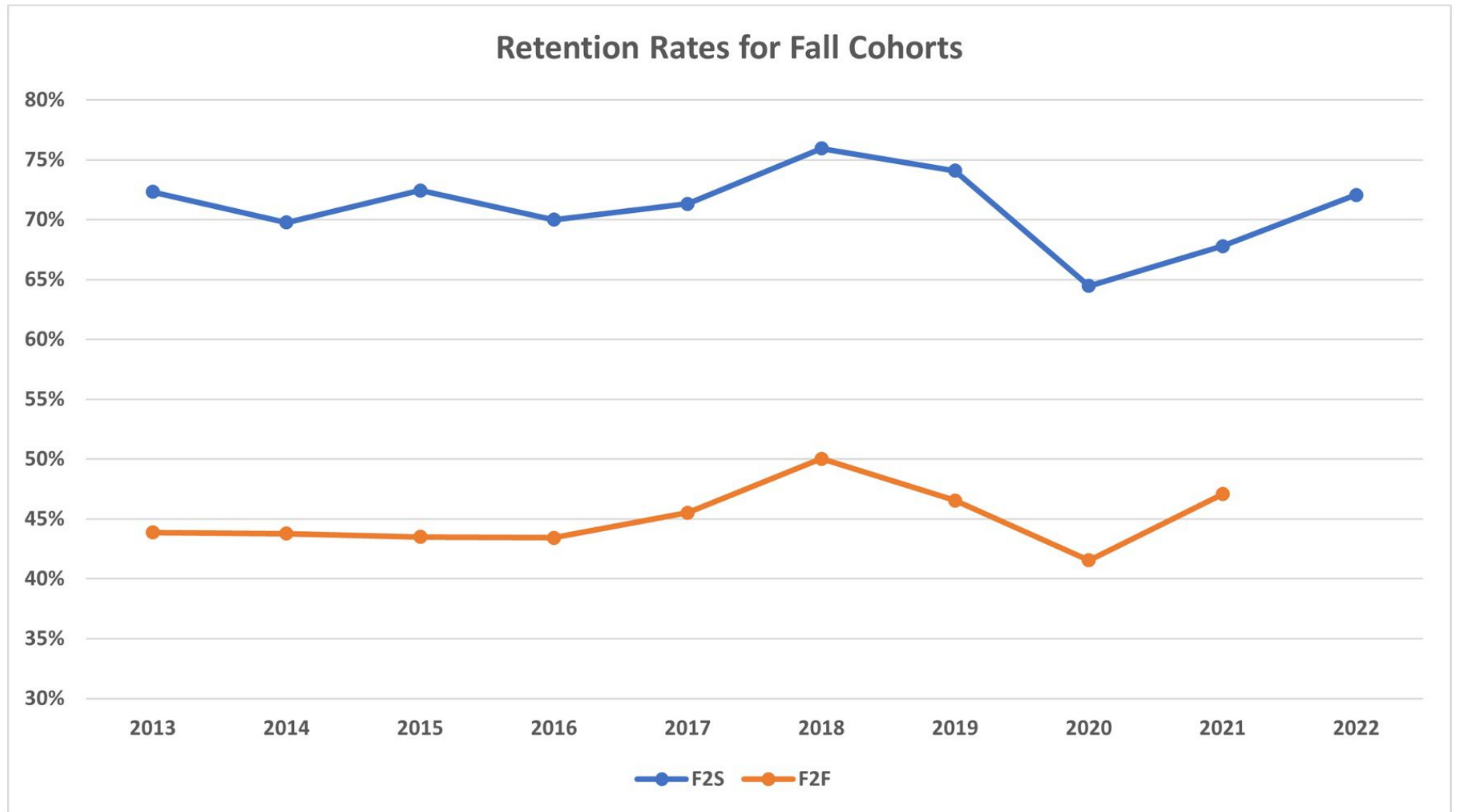
Top 10 Degrees

AA - Associate in Arts	172
AAS - Business Administration	162
AGS - Associate in General Studies	128
AAS - Nursing	41
Certificate - Empower Line worker pre-apprentice	33
Certificate - Business Administration	30
AAS - General Sonography	28
AAS - Radiography	24
AS - Associate in Science	23
Certificate - Management	23

Course Success

Overall Course Success Rates





BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed:
<p>6.0 Other College Items</p> <p>6.2 College Feature</p> <p>6.2.3 Physical Security Update</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Executive Summary:
<p>As we are always improving upon how we can most fully serve and protect our students and employees, our Chief Operating Officer, Cindy Allen, will update the Board on Jackson College's emergency preparedness and campus safety and security. Attached documents will help inform that discussion.</p>
Resource Impact:
None
Requested Board Action:
Comment and Participation only
Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION

Action & Information Report

Planning Session Date: April 7, 2023



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

Subject to be Discussed and Policy Reference:

7.0 Board Items/Comments

7.1 Review of Summer Retreat Agenda & Book Assignment

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

Executive Summary:

This time has been set aside to review topics for the Board's June 23rd Summer Retreat agenda and the book assignment, as well as any other items the Board would like to share or discuss that were not part of the agenda.

Proposed Summer Retreat Topics – June 23, 2023 – 8am-2pm:

- Ownership Linkage Considerations
- FY'23 Governance Process Policy Compliance Survey Results
- Book: Trusteeship in Community College – Review of each chapter summary
- Committee Process Usage
- Case Studies
- Annual ACCT Congress Preparations

Resource Impact:

None

Requested Board Action:

Comment and Participation only

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

8.0 Plus/Delta

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Executive Summary:

At this point, we welcome any feedback you have on how we can improve future meetings as well as what worked well from your perspective.

Resource Impact:

None

Requested Board Action:

Feedback and discussion

Action Taken:

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

Subject to be Discussed and Policy Reference:

9.0 Adjourn *

BOARD POLICY: GOVERNANCE PROCESS: GP-13 Special Rules of Order

Board action is required to adjourn the meeting.

Resource Impact:

None

Requested Board Action:

Meeting Adjournment

Action Taken: