

Jackson College Board of Trustees Meeting

Regular Meeting

August 14, 2023 06:30 PM



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(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 8.8.22



Campus Arrival:

- Emmons Road Entrance has been reopened

Testing, Vaccinations & Illness:

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

Classrooms & Campus Spaces

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

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



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: August 14, 2023



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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
2.0 Adoption of Minutes 2.1 Special Board Meeting of 07.17.23 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:
Attached are the minutes of the most recent special meeting of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees. Please note that, by 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:



SPECIAL MEETING OF THE BOARD OF TRUSTEES

Jackson College

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

07.17.23

[DRAFT & UNOFFICIAL]

The Special Meeting of the Board of Trustees of Jackson College was held on Monday, 07.17.23, 7:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

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

Board Member Absence: Vice-Chairwoman Sheila Patterson

Others Present Include: Dr. Daniel Phelan, Ms. Cindy Allen, Mr. Jeremy Frew, and Mr. Keith Everett Book.

Chairperson John Crist called the meeting to order at 7:31PM Eastern Standard Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Meeting of the Board of Trustees on 06.12.23 and the Board Summer Retreat on 06.23.23 were reviewed by the Board. Trustee Hoffman offered a correction to the Board Summer Retreat on 06.23.23 minutes, correcting a typo to "Representative Moolenaar", from "Representative Mueller". With that amendment, both sets of minutes were 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:

None

ITEMS FOR DECISION

CONSIDERATION OF MILLAGE QUESTION:

Board members considered a resolution proposing a Headlee Override Millage request that would restore Jackson College's millage rate to its original 1.33, up from its current

rate of 1.1327, an increase of 0.1973 mills. This request would be submitted for placement on the November 2023 ballot.

MOTION BY TRUSTEE LAKE TO APPROVE A HEADLEE OVERRIDE MILLAGE REQUEST TO RESTORE JACKSON COLLEGE'S MILLAGE RATE TO ITS ORIGINAL 1.33, UP FROM ITS CURRENT RATE OF 1.1327, AN INCREASE OF 0.1973 MILLS, TO BE SUBMITTED FOR PLACEMENT ON THE NOVEMBER 2023 BALLOT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

Trustee Barnes began a discussion of the specific ballot proposition language. A robust discussion ensued, including a review of the Jackson College millage election history since 1962.

CEO Phelan noted that the resolution and ballot proposition language were constructed with the legal counsel of Thrun Law Firm in Lansing, who does similar work for many community colleges in the state, and has worked with us in the past.

The Board's discussion culminated into a proposal to further specify the Headlee Override Millage purpose in the ballot proposition language. Instead of just "for college purposes" the Board proposed indicating "for security, infrastructure, and cyber security".

MOTION BY TRUSTEE HEINS TO APPROVE THE HEADLEE OVERRIDE MILLAGE REQUEST BALLOT PROPOSITION LANGUAGE AS AMENDED TO INDICATE "FOR SECURITY, INFRASTRUCTURE, AND CYBER SECURITY INSTEAD OF "FOR COLLEGE PURPOSES". TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

Signed resolution on following pages.



Jackson College, Michigan (the "College")

A special meeting of the board of trustees of the College (the "Board") was held in the Boardroom of George Potter Center on Central Campus, within the boundaries of the College, on the 17th day of July, 2023, at 7:30 o'clock in the p.m. (the "Meeting").

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

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

Absent: Trustees Sheila A. Patterson

The following preamble and resolution were offered by Trustee John M. Crist and supported by Trustee Donna L. Lake:

WHEREAS:

1. This Board intends to submit a proposition at a special election to be held on Tuesday, November 7, 2023.
2. On or before 4:00 p.m. on Tuesday, August 15, 2023, the Board shall certify any ballot proposition to be submitted to the voters at such election to the election coordinator or coordinators designated to conduct elections within the college district (the "Election Coordinator").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. A special election of the electors of the College be called and held on Tuesday, November 7, 2023.
2. The proposition to be voted on at the special election shall be stated on the ballots in substantially the form as set forth in Exhibit A.
3. The Election Coordinator is requested to:
 - a. Utilize Jackson Citizen Patriot, a newspaper published or of general circulation within the college district, for publication of notices in accordance with the election law requirements.
 - b. Utilize ballot proposition summary information, as prepared by legal counsel, in the forms of the notices of last day of registration and election in substantially the form as set forth in Exhibit B attached hereto.
 - c. Provide a proof copy of the ballot to the College and its legal counsel in sufficient time to allow the ballot to be proofread prior to printing.
4. The College President or designee is hereby authorized and directed to file a copy of this resolution with the Election Coordinator and with any Election Clerk or clerks designated to conduct elections within the College district by 4:00 p.m., on Tuesday, August 15, 2023.

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

Ayes: Trustees Christopher A. Simpson, Donna L. Lake, Philip E. Hoffman,
Matthew R. Heins, Sam R. Barnes, John M. Crist

Nays: Trustees

Resolution declared adopted.


Chairperson, Board of Trustees

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


Chairperson, Board of Trustees

CJH/clw

THRUN
LAW FIRM, P.C.

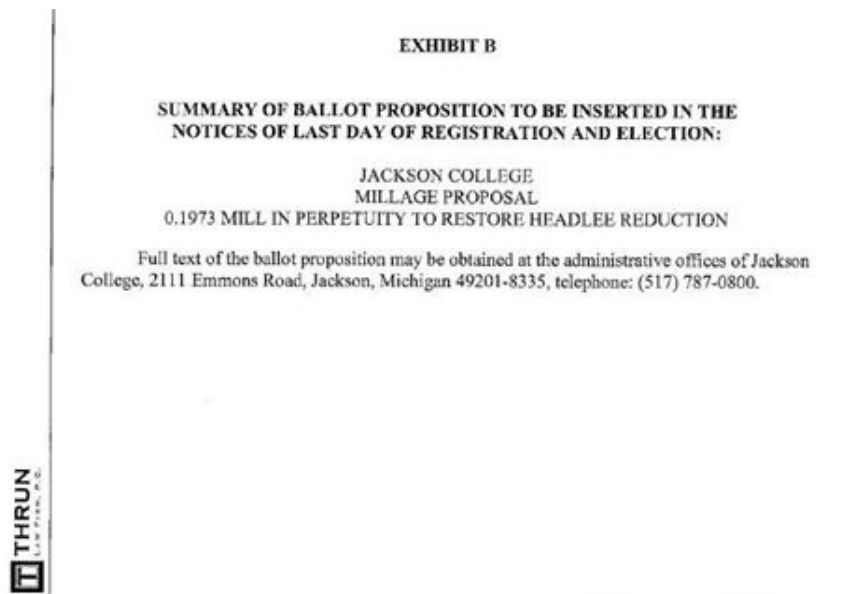
EXHIBIT A

JACKSON COLLEGE MILLAGE PROPOSAL

This proposal will allow the college to restore its originally authorized charter millage rate of 1.33 mills on all property for security, infrastructure and cyber security.

Shall the limitation on the amount of taxes which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mill (\$0.1973 on each \$1,000 of taxable valuation), to be levied in perpetuity, to provide funds for security, infrastructure, and cyber security; the estimate of the revenue the college will collect if the millage is approved and levied in 2024 is approximately \$1,151,810 (this millage is to restore millage previously lost as a result of the reduction required by the Michigan Constitution of 1963)?

THRUN
LAW FIRM, P.C.



CLOSED SESSION: Contract Negotiations:

Chairperson Crist requested a closed hearing at 8:00pm for purposes of contract negotiations with the support staff union.

CEO Phelan requested permission for Jeremy Frew and Cindy Allen to attend the closed session, which was approved by Chairperson Crist.

MOTION BY TRUSTEE LAKE TO GO INTO CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

At 8:08pm, Chairperson Crist requested a motion to move out of closed session.

MOTION BY TRUSTEE HOFFMAN TO MOVE OUT OF CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

The Closed Session adjourned at 8:08pm. No Board Action was taken.

CONSIDERATION OF UNION CONTRACT

The Trustees considered approval of the proposed and ratified support staff 3-year union contract agreement.

MOTION BY TRUSTEE SIMPSON TO APPROVE THE PROPOSED AND RATIFIED SUPPORT STAFF 3-YEAR UNION CONTRACT AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

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

Principles of Policy Governance:

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

MEETING CONTENT REVIEW

Trustees expressed that the content was sufficient.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 8:13pm ET.

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 14, 2023</p>



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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:
4.0 Ownership Linkage 4.1 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: <i>"When addressing the Board, speakers are asked to be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></p> <p><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></p>
Resource Impact:
None
Requested Board Action:
Receive comments from persons wishing to address the Board.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
4.0 Ownership Linkage 4.2 Board & CEO Comments <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
Description:
This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, members can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:	
4.0	Ownership Linkage
4.3	Ownership Linkage Status
<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership	
Description:	
This item is placed on the agenda for Trustees to provide any updates on ownership linkage activity.	
[Note:] Owners who participated in the 2020-2022 focus groups (at least) were invited to today's Astronomical Observatory Ribbon Cutting.	
Resource Impact:	
None	
Requested Board Action:	
Consider updates from Trustees regarding Ownership Linkage progress.	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
<p>5.0 Items for Decision</p> <p style="margin-left: 20px;">5.1 Governance Process</p> <p style="margin-left: 40px;">5.1.1 Bylaws – Review*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control</p>
Description:
<p>Enclosed, you will find the Bylaws with proposed amendments from Chairperson Crist, Trustee Simpson, Trustee Lake, and me.</p> <p>As a reference, the Board’s schedule for policy review is defined within GP-03: Board Planning Cycle and Agenda Control, and can be viewed here.</p> <p>Enclosed is a version that tracks the recommended changes, as well as a clean version should the Board concur with the recommended changes.</p>
Resource Impact:
None
Requested Board Action:
Consideration of amendments to the Board’s Bylaws.
Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES BY-LAWS

Title: By-Laws

Date Adopted: 11.11.94

Version: 15.0

Date Last Reviewed: 09.14.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

Summary:

By-laws are legally-binding rules that are essential for self-regulation and the effective operation of the Jackson College Board of Trustees. Generally, By-laws serve to establish the name of the organization, how the College is governed, the requirements for membership, offices that may be held, the titles and responsibilities for said offices, as well as the means by which the offices are to be assigned. By-laws also define how its meetings are conducted, and how often meetings are held. Finally, these Board's by-laws constitute legal guidelines for the work of the Board and are focused only on the highest level of governance issues.

By-laws:

The enclosed by-laws shall constitute the structure, operation and responsibilities of Trustees in conducting formal business matters at its regular monthly board meetings for Jackson College.

1. Name of the Organization:

- a. The legal and official name of the organization shall be Jackson College.

2. Officers:

- a. The organizational meeting for election of officers shall be held on the day and at the time prescribed by law.

- b. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the ~~legal~~ duties of the office and such other functions as are designated by the Board of Trustees.

3. Duties of Officers:

- a. The Chairperson of the Board shall have the usual duties and authority consistent with higher education laws. He or she shall appoint all committees unless otherwise directed by the board.
- b. The Vice-Chairperson shall perform the duties of the Chairperson in the absence of the Chairperson. He/she shall perform other functions and duties as designated by the Board.

4. Removal of Officers

- a. Any officer of the Board may be removed for cause by resolution of a majority of the Board at a regular monthly meeting with the item appearing on the agenda for that meeting.

5. Meetings

All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.

- a. **Regular Meeting Dates:** Unless otherwise directed by the Board and ~~With~~ with the exception of July, and December, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the meeting.
- d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.

- e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under ~~the following~~ circumstances allowed by the Michigan Open Meetings Act.:

- ~~i. A quorum of the Board shall be physically present at the meeting location;~~
- ~~ii. Electronic participation is pre-approved by the majority of the Board;~~
- ~~iii. Where a Board Member (or members) is unable to attend a meeting due to circumstances beyond his/her control; and~~

~~Such remote participation is allowed by law.~~

~~In such circumstances, telephone conference call participation or participation by other electronic means must be conducted by using two-way speaker phones or other electronic devices that allow all other Board Members, and the public, to hear all of the caller's comments and votes.~~

~~All votes during a telephone conference call meeting, or through the utilization of other electronic communication, shall be taken by roll call. The physically absent Board Member must identify themselves verbally over the speaker system before each roll call vote.~~

~~Board members may not participate remotely in closed sessions.~~

- f. **Place of Meetings:** ~~Unless otherwise directed by the Board, A~~all Board meetings will be held within the College service area of Jackson, ~~Lenawee and Hillsdale~~ countyies.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.

6. **Other Electronic or Remote Communications:**

Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions or matters which could result in a Board decision.

This requirement applies at all times, including by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. Committees of the Board:

~~a. Standing Committee—Audit:~~

~~The Board of Trustees shall have a standing Audit Committee. The Audit Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.~~

~~Standing Committee—Ownership-Linkage:~~

~~The Board of Trustees shall have a standing Ownership-Linkage Committee. The Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.~~

~~e. Special Committee(s):~~

The Board of Trustees may ~~shall~~ authorize ~~such special~~ committees as ~~are~~ deemed necessary. ~~A special~~ Committees shall report recommendations to the board for appropriate action. ~~C~~A ~~special~~ committees shall be dissolved when final action on its report is taken by the Board.

8. Minutes of Proceedings:

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.

- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be bound and kept in the Office of the CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote of the members of the Board. Less than a quorum may adjourn to a future date.

11. **Compensation and Expenses:**

No member of the Board of Trustees may receive any compensation for any services rendered to the district. Expenses of Board Members will be reimbursed in accordance with College policy.

12. **Transaction of Business:**

The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

13. **Order of Business:**

The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

- 1.0 Call to Order & Pledge of Allegiance
- ~~2.0 Consideration of Member(s) Electronic Participation (as needed)~~
- 2.0 Adoption of Minutes
- 3.0 Declaration of Conflict of Interest
- ~~4.01.0 Adoption of Minutes~~
- ~~5.04.0 Ownership Linkage~~
- 5.0 Items for Decision
- 6.0 Consent/Required Approvals Agenda ~~Monitoring Board Performance~~
- ~~7.01.0 Items for Decision~~
- ~~7.08.0 Monitoring CEO Performance~~ Consent/Required Approvals Agenda
- ~~9.0 Monitoring CEO Performance~~
- ~~10.0 Monitoring Board Performance~~
- 9.0 Information Requested by the Board
- ~~10.4.0~~ Self-Evaluation of Governance Process & Board Performance at this meeting

121.0 Meeting Content Review

123.0 Adjourn

14. **Amendments:**

These by-laws may be amended at a meeting of the Board by a majority of the members of the Board.

15. **Rules of Order:**

The latest edition of *Robert's Rules of Order*, and which sections pertain to "small board rules", shall govern the board in its deliberations, except where it is inconsistent with these bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. **Owners and/or Stakeholder Participation:**

The Board of Trustees shall solicit the advice and counsel of Jackson County Citizens in their ownership capacity. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholder communications to the Board of Trustees shall be addressed to the Board of Trustees.

Owners and/or Stakeholders who wish to present any matter of concern to the College shall make a written request using the speaker request form prior to the meeting. This shall be considered under the "Ownership Linkage" section of the Board's agenda. The Board may, in case of emergency, by majority vote, give visitors who have not presented a written request, an opportunity to present matters of concern to the Board. The Board Chairperson shall allot a visitor, at the appropriate time, not more than five minutes, unless the time is increased or decreased by a majority of the Board.

17. **Conflict of Interest**

~~All members of the Board shall disclose any direct or indirect interest they may have in any proposed contract with the district, or in any action or situation in which they have a direct or indirect conflict of interest.~~

~~a. In the event of any duality of interest, or possible conflict of interest on the part of any governing Board Member, must so declare during the board meeting, and further, that member shall abstain from voting on those items wherein there is a conflict of interest.~~

~~b. The foregoing requirement shall not prevent the governing Board Member from stating his or her position in the matter, nor from answering pertinent questions of any other Board Members, since his/her knowledge may be of assistance.~~

18. **Governance Methodology:**

- a. The Jackson College Board of Trustees shall utilize Policy Governance (also known as the Carver Model of Governance) practices in undertaking its work as a board.

19. Indemnification

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

20. Continuity of Governance:

To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

21. Filling of Board Member Vacancies for an Unexpired Term:

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's ~~Such~~ process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form

signed by the candidate(s); 2) By means of voting, select the top three (3) for on-site interviews; 3) Conduct on-site interviews; 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO

9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO
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JACKSON COLLEGE BOARD OF TRUSTEES BY-LAWS

Title: By-Laws

Date Adopted: 11.11.94

Version: 15.0

Date Last Reviewed: 09.14.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

Summary:

By-laws are legally-binding rules that are essential for self-regulation and the effective operation of the Jackson College Board of Trustees. Generally, By-laws serve to establish the name of the organization, how the College is governed, the requirements for membership, offices that may be held, the titles and responsibilities for said offices, as well as the means by which the offices are to be assigned. By-laws also define how its meetings are conducted, and how often meetings are held. Finally, these Board's by-laws constitute legal guidelines for the work of the Board and are focused only on the highest level of governance issues.

By-laws:

The enclosed by-laws shall constitute the structure, operation and responsibilities of Trustees in conducting formal business matters at its regular monthly board meetings for Jackson College.

1. Name of the Organization:

- a. The legal and official name of the organization shall be Jackson College.

2. Officers:

- a. The organizational meeting for election of officers shall be held on the day and at the time prescribed by law.

- b. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the duties of the office and such other functions as are designated by the Board of Trustees.

3. Duties of Officers:

- a. The Chairperson of the Board shall have the usual duties and authority consistent with higher education laws. He or she shall appoint all committees unless otherwise directed by the board.
- b. The Vice-Chairperson shall perform the duties of the Chairperson in the absence of the Chairperson. He/she shall perform other functions and duties as designated by the Board.

4. Removal of Officers

- a. Any officer of the Board may be removed for cause by resolution of a majority of the Board at a regular monthly meeting with the item appearing on the agenda for that meeting.

5. Meetings

All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.

- a. **Regular Meeting Dates:** Unless otherwise directed by the Board and with the exception of July, and December, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the meeting.
- d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.

- e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under circumstances allowed by the Michigan Open Meetings Act.
- f. **Place of Meetings:** Unless otherwise directed by the Board, all Board meetings will be held within the College service area of Jackson county.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.

6. **Other Electronic or Remote Communications:**

Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions or matters which could result in a Board decision.

This requirement applies at all times, including by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. **Committees of the Board:**

The Board of Trustees may authorize committees as deemed necessary. Committees shall report recommendations to the board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.

8. **Minutes of Proceedings:**

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.

- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be bound and kept in the Office of the CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote of the members of the Board. Less than a quorum may adjourn to a future date.

11. **Compensation and Expenses:**

No member of the Board of Trustees may receive any compensation for any services rendered to the district. Expenses of Board Members will be reimbursed in accordance with College policy.

12. **Transaction of Business:**

The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

13. **Order of Business:**

The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Adoption of Minutes
- 3.0 Declaration of Conflict of Interest
- 4.0 Ownership Linkage
- 5.0 Items for Decision
- 6.0 Consent/Required Approvals Agenda
- 7.0 Monitoring CEO Performance
- 8.0 Monitoring Board Performance
- 9.0 Information Requested by the Board
- 10.0 Self-Evaluation of Governance Process & Board Performance at this meeting

11.0 Meeting Content Review

12.0 Adjourn

14. Amendments:

These by-laws may be amended at a meeting of the Board by a majority of the members of the Board.

15. Rules of Order:

The latest edition of *Robert's Rules of Order*, and which sections pertain to "small board rules", shall govern the board in its deliberations, except where it is inconsistent with these bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. Owners and/or Stakeholder Participation:

The Board of Trustees shall solicit the advice and counsel of Jackson County Citizens in their ownership capacity. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholder communications to the Board of Trustees shall be addressed to the Board of Trustees.

Owners and/or Stakeholders who wish to present any matter of concern to the College shall make a written request using the speaker request form prior to the meeting. This shall be considered under the "Ownership Linkage" section of the Board's agenda. The Board may, in case of emergency, by majority vote, give visitors who have not presented a written request, an opportunity to present matters of concern to the Board. The Board Chairperson shall allot a visitor, at the appropriate time, not more than five minutes, unless the time is increased or decreased by a majority of the Board.

17. Governance Methodology:

The Jackson College Board of Trustees shall utilize Policy Governance (also known as the Carver Model of Governance) practices in undertaking its work as a board.

18. Indemnification

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

19. **Continuity of Governance:**

To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

20. **Filling of Board Member Vacancies for an Unexpired Term:**

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select the top three (3) for on-site interviews; 3) Conduct on-site interviews; 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.2 BCD-03 Delegation to CEO – Policy Review* <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-03 Delegation to CEO
Description:
Enclosed for its regularly scheduled review is policy BCD-03. Chairperson Crist, Trustee Simpson, Trustee Lake, and I are recommending a minor clarifying change for your consideration. The enclosed version tracks the recommended change.
Resource Impact:
None
Requested Board Action:
Consideration of amendment to policy BCD-03 Delegation to CEO.
Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Delegation to the CEO

Policy Number: BCD-03

Date Adopted: 05.11.20

Version: 1.0

Date Last Reviewed: 08.14.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

GLOBAL BOARD-CEO DELEGATION STATEMENT:

The Board will instruct the CEO through written policies which prescribe the organizational ENDS to be achieved, and describe organizational situations and actions to be avoided, (i.e., Executive Limitations), allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop ENDS policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.
 - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in ENDS, as they relate to means.
 - 1.1.1. Specifically, documents such as the College's Strategic Agenda and Organizational Budgets will not be considered ENDS, as they relate to operational means of achieving the ENDS.
2. The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.
 - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.
 - 2.2. The Board will never prescribe organizational means delegated to the CEO.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the CEO uses any reasonable interpretation of the Board's ENDS and Executive Limitations policies, the CEO is authorized to establish all further organizational policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.

5. The Board may change its ENDS and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support any reasonable CEO interpretation of the policies. This does not prevent the Board from obtaining information from the CEO about the delegated areas, except for data protected by privacy legislation.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.3 BCD-04 Monitoring CEO Performance – Policy Review* <p style="text-align: right;"><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
Description:
<p>Enclosed for its regularly scheduled review is policy BCD-04. Chairperson Crist, Trustee Simpson, Trustee Lake, and I are recommending some minor clarifying changes for your consideration.</p> <p>Enclosed is a version that tracks the recommended changes, as well as a clean version should the Board concur with the recommended changes.</p>
Resource Impact:
None
Requested Board Action:
Consideration of amendments to policy BCD-04 Monitoring CEO Performance.
Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Monitoring CEO Performance

Policy Number: BCD-04

Date Adopted: 05.11.20

Version: 1.0

Date Last Reviewed: 08.08.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

GLOBAL BOARD-CEO DELEGATION STATEMENT:

CEO job performance will be measured solely by systematic and rigorous monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of ENDS policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

1. The purpose of monitoring is ~~simply~~ to determine the degree to which Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. by a designated Board member, a committee or the Board as a whole. Such an inspection ~~is only undertaken at the instruction of the Board and with~~ requires notification of the CEO.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than

interpretations favored by Board members, the disinterested third party, or even the Board as a whole.

4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *ENDS* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. A formal evaluation of the CEO by the Board will occur annually in August, based on the achievement of the Board's *ENDS* policies and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.

MONITORING SCHEDULE				
Number	Policy	Method	Frequency	Date
EN-01	Ends	Internal Report	Annually	August
EL-00	Global Executive Constraint	Internal Report	Annually	August
EL-01	Treatment of Students	Internal Report	Annually	September October
EL-02	Treatment of Staff	Internal Report	Annually	September October
EL-03	Planning	Internal Report	Annually	June
EL-04	Financial Conditions & Activities	Internal Report	Annually	November
EL-05	Asset Protection	Internal Report	Annually	May
EL-06	Investments	Internal Report	Annually	May
EL-07	Compensation and Benefits	Internal Report	Annually	February January
EL-08	Communication & Support to the Board	Internal Report	Annually	November
EL-09	Organizational Culture	Internal Report	Annually	January
EL-10	Access to Education	Internal Report	Annually	February
EL-11	Ends Focus of Grants or Contracts Entrepreneurial Activity	Internal Report	Annually	March
EL-12	Land Use	Internal Report	Annually	April
EL-13	Entrepreneurial Activity	Internal Report	Annually	March

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.8.22	1.0	Regular Review – Approved	CEO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Monitoring CEO Performance

Policy Number: BCD-04

Date Adopted: 05.11.20

Version: 1.0

Date Last Reviewed: 08.08.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

GLOBAL BOARD-CEO DELEGATION STATEMENT:

CEO job performance will be measured solely by systematic and rigorous monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of ENDS policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. Such an inspection requires notification of the CEO.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole.

4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *ENDS* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. A formal evaluation of the CEO by the Board will occur annually in August, based on the achievement of the Board's *ENDS* policies and non-violation of its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and identifying performance trends evidenced by that data.

MONITORING SCHEDULE				
Number	Policy	Method	Frequency	Date
EN-01	Ends	Internal Report	Annually	August
EL-00	Global Executive Constraint	Internal Report	Annually	August
EL-01	Treatment of Students	Internal Report	Annually	October
EL-02	Treatment of Staff	Internal Report	Annually	October
EL-03	Planning	Internal Report	Annually	June
EL-04	Financial Conditions & Activities	Internal Report	Annually	November
EL-05	Asset Protection	Internal Report	Annually	May
EL-06	Investments	Internal Report	Annually	May
EL-07	Compensation and Benefits	Internal Report	Annually	January
EL-08	Communication & Support to the Board	Internal Report	Annually	November
EL-09	Organizational Culture	Internal Report	Annually	January
EL-10	Access to Education	Internal Report	Annually	February
EL-11	Entrepreneurial Activity	Internal Report	Annually	March
EL-12	Land Use	Internal Report	Annually	April

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.8.22	1.0	Regular Review – Approved	CEO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.2	Executive Limitations
5.2.1	Adrian Building Resolution*
(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)	
Description:	
<p>The final requirements needed for the sale of our Adrian Campus are nearly complete. Enclosed, please find a resolution for the State Building Authority (SBA), notifying same that we willingly commit to the complete responsibility of the building from the State of Michigan. (Recall that the SBA has technically owned the building until the construction bonds were retired – which now has been done). Once you approve this resolution, I can work with my colleague at the LISD to advance the sale of the facility. Once in the possession of the LISD, we will rent space in the building as demand indicates...</p>	
Resource Impact:	
None	
Requested Board Action:	
Approve the Board's complete responsibility of the Adrian Campus building from the State of Michigan.	
Action Taken:	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
<p>7.0 Monitoring CEO Performance</p> <p>7.1 EL-00 General Executive Constraint – Evidence Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-00 General Executive Constraint</p>
Description:
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL- 00 General Executive Constraint.</p> <p>You will note that my report indicates <u>full compliance</u> according to previously established and approved interpretations.</p> <p>I will respond to any questions you have about the report.</p>
Resource Impact:
None
Requested Board Action:
Board assessment of the report for Policy EL-00 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 00 General Executive Constraint

Report Date: 08.14.23

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "General Executive Constraint". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below.

Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

08.14.23

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

Date

POLICY STATEMENT:

The CEO shall not cause or allow any practice, activity, decision, or organizational circumstance which is unlawful.

INTERPRETATION:

I have fully interpreted the practices, activities, decisions, and organizational circumstances that appear in the Board's Executive Limitations EL-01 through EL-12, are unlawful and must be avoided. Compliance with those policies, in addition to the following, will constitute full compliance with EL-00.

The legal context in which the College operates is complex and ever-changing. As such, there may be occasions when there is an inadvertent violation of the law due to the addition of case law, nuanced interpretations of the law, the litigious nature of society, as well as the potential for inconsistent interpretations of case situations by the courts, judges, and juries. Therefore, Jackson College, potentially could be found guilty of noncompliance with law through no fault of, or intentional action of the Board, the CEO, or College employees.

More particularly, compliance will be demonstrated when:

- a) Independent legal review of relevant College operations confirms that there has been no intentional violation of relevant laws as they pertain to EL-01 to EL-12.
 - EL-02, #1, 1.1, and 3 – HR policies and procedures are consistent with State and Federal labor laws.
 - EL-07, #3 – Compensation and benefits do not deviate from current collective bargaining agreements.
 - EL-10, #4 – Academically at-risk students are not allowed to be without sufficient support systems to encourage their success and completion.
- b) There are no material findings discovered in the auditor's report related to:
 - EL-04, #6 – The filing or accuracy of tax or other government ordered payments.
 - EL-06, #3 – Investment of cash accounts in other than high interest savings or FDIC insured repurchase agreements.

This is reasonable because it assures that there is objective, third-party review by those with technical and/or legal expertise or knowledge.

EVIDENCE:

- a) The College's Legal Counsel affirmed on 08.10.23 that there are no known intentional violations of known and applicable federal, state, and local laws by the Board, CEO or College employees. Further, the Chief Operating Officer of the College on 08.10.23 confirmed no deviations from the faculty or staff union bargained agreements.

Finally, the Executive Director, Student Success & Retention confirmed on 08.10.23 that academically challenged students have a significant breadth of support services available to them, consistent with those within the higher education ecosystem, and deemed necessary to provide for their success.

- b) A review of the single audit report, which had been considered by the Board's Audit Committee on 10.10.22, and ultimately presented by the Board of Trustees on 11.14.22, confirmed that that there were no overdue or inaccurate filings of taxes, government ordered payments, or improper investment practices.

Based upon the aforementioned evidence, I am reporting full compliance with this policy.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:
7.0 Monitoring CEO Performance 7.2 EN-01 ENDS – Evidence Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EN-01 – ENDS
Description:
<p>Enclosed for your review please find the evidence (i.e., Monitoring Report) for EN-01 ENDS.</p> <p>You will note that my report indicates <u>full compliance</u> according to previously established and approved interpretations.</p> <p>As a reminder, upon the review of the ENDS policy itself in the next cycle (June 2024) the policy pre-review committee may bring for your consideration the ENDS broken up into sections within a year in an effort to make the review of the ENDS more digestible.</p> <p>I will respond to any questions you have about the report.</p>
Resource Impact:
None
Requested Board Action:
Board assessment of the report for Policy EN-01 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EN – 01 Board's ENDS

Report Date: 08.14.23

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's ENDS Policy EN-01: "Board's ENDS". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

08.14.23

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

Date

POLICY STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.

INTERPRETATION:

I have interpreted "...learning opportunities that prepare learners to be successful global citizens and contribute to Jackson County's vitality..." in the lower policy levels below. Achievement of these, together with the following items will constitute achievement of the Board's ENDS policies.

I am interpreting wise and sustainable stewardship of resources to be the continuing low cost of quality education in comparison to both public and private four-year institutions.

Compliance will be demonstrated when:

- a) Cost of achieving a four-year degree, offset by two years of Jackson College experience, is less than achieving same/similar degree at the four-year State or private institution.

This is reasonable because community colleges are established by the State. According to the State of Michigan Constitution of 1963, Public Acts 193 and 287 of 1964, and Public Act 331 of 1966, and the State Fiscal Agency of Michigan, “The singular purpose of these [sic] colleges was to provide the first two years of a baccalaureate program. Further, “...the comprehensive community college was founded upon three basic elements: 1) equitable access to educational services for all persons in the community; 2) the removal of geographic and economic barriers that prohibit persons from benefiting from the service; and 3) the reasonable opportunity for the individual to discover and develop his or her talents at low cost.” Considerations of total cost of attendance addresses the State’s expectations, as well as this ENDS provision.

EVIDENCE:

Jackson College Tuition Comparison 2022-2023 Academic Year						
4-Year Institution Name	4-Year Institution Tuition	Jackson College In-County Tuition	Total Tuition Savings	4-Year Institution Tuition	Jackson College Out-Of-County Tuition	Total Tuition Savings
Albion College	\$54,410	\$5,280	\$49,130	\$54,410	\$5,970	\$48,440
Adrian College	\$37,521	\$5,280	\$32,241	\$37,521	\$5, 970	\$31,551
Spring Arbor University	\$31,020	\$5,280	\$25,740	\$31,020	\$5, 970	\$25,050
Hillsdale College	\$29,590	\$5,280	\$24,310	\$29,590	\$5, 970	\$23,620
Siena Heights University	\$28,000	\$5,280	\$22,720	\$28,000	\$5, 970	\$22,030
University of Michigan	\$16,404	\$5,280	\$11,124	\$16,404	\$5, 970	\$10,434
Michigan State University	\$15,195	\$5,280	\$9,915	\$15,195	\$5, 970	\$9,225
Eastern Michigan University	\$14,400	\$5,280	\$9,120	\$4,400	\$5, 970	\$8,430
Ferris State University	\$14,010	\$5,280	\$8,730	\$14,010	\$5, 970	\$8,040
Grand Valley State University	\$13,952	\$5,280	\$8,672	\$13,952	\$5, 970	\$7,982
Western Michigan University	\$13,850	\$5,280	\$8,570	\$13,850	\$5, 970	\$7,880
Central Michigan University	\$13,200	\$5,280	\$7,920	\$13,200	\$5, 970	\$7,230
Baker College	\$13,050	\$5,280	\$7,770	\$13,050	\$5, 970	\$7,080
Wayne State University	\$12,932	\$5,280	\$7,652	\$12,932	\$5, 970	\$6,962

The above shows a tuition comparison snapshot for the FY ‘23 academic year. Comparing Jackson College tuition with four-year public and private institutions within the State of Michigan. Ranking four-year institutions by most to least costly shows annual tuition cost savings for a learner choosing to attend Jackson College, not to mention other costs savings attributed to in-district students who would continue to live at home. The table represents Jackson College tuition rates for both in-county and out-of-county residents.

- 1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.**

INTERPRETATION:

I have interpreted this statement to mean that Jackson College should have considerable operational and programmatic differences from other community colleges, as measured by the number of unique (i.e., offered by fewer than 25% of Michigan Community Colleges) operational and programmatic differences to other MCCA Colleges. I further interpret that a principal element of the College's programming should be leveraged to support local workforce and economic development, as measured by the number of programs provided, contract training opportunities provided, the total number of persons trained, as well as other related activities and contributions.

This is reasonable because: Workforce and economic development are both historical and distinctive roles of community colleges. The demonstration of the level of the College's involvement in these activities, and providing the same for citizens, as found among peer institutions, is achieved by documenting program offerings and enrollments provided, as well as other contributions to the economic health of the region.

EVIDENCE:

- a) Jackson College's Corporate and Continuing Education (CCE) is working diligently with our local workforce and economic development agencies in a variety of different ways. Recently the College partnered with Henry Ford Jackson (HFJ), Michigan Works Southeast, Martin Luther King Center, College, and Career Access Center, the Jackson Chamber, and the Jackson Enterprise Group, to host a two-day hiring event to support Henry Ford Jackson's recruitment and training needs. 225 job seekers attended the event over the two-day timeframe. HFJ extended 60 offers of employment for various positions of which 15 were Nurse Assistants. These 15 individuals have been enrolled into a training bootcamp here at Jackson College that will be fully paid with MiLeap funds through Michigan Works Southeast (MWSE).
- b) The College has also partnered with Technique Inc. and area workforce and economic agencies in a very similar fashion which has resulted in two separate boot camp trainings that have resulted in 18 learners to be hired and trained using both MiLeap and Michigan New Jobs Training Program (MNJTP) funding to offset the cost of training. All 18 learners were employed by Technique and received industry-certified PTC credentials.
- c) Jackson College has also solidified a significant relationship with local workforce and economic developers to continue supports with Manufacturing Day planning, for local employers, job seekers and K-12 Education. It is

likely that all 13 school districts will participate this year, providing opportunities for 10th graders to travel and tour manufacturing facilities, as well as Jackson College campus and the College's STEAM Lab, while also discussing opportunities and pathways in MFG.

- d) CCE has also partnered with Lenawee Now, Economic Development Agency in Lenawee County to offer MNJTP snapshots in all Attraction packages they provide perspective companies looking to move into the area. Jackson College has also established a referral process for new and established company contacts interested in further training and recruitment.
- e) CCE and MWSE are also looking to collaborate to support local businesses through the Going PRO Talent Fund Grant using both independent and Industry-Led Collaborative grant applications to offer further Jackson College training and opportunities.
- f) Jackson College has several unique operational and programmatic differences within the state of Michigan. An evaluation of community college offerings throughout Michigan shows, less than 25% offer programming for Astronomy via an Astronomical Observatory, JPEC, Ready Set Jet (i.e., the College's current summer bridge program), as well as the sheer number of athletics that Jackson College offers, which exceeds all other MCCA colleges.

1.1 An increasing number of learners complete degrees and obtain industry recognized credentials of value in the workplace.

INTERPRETATION:

I have interpreted "...learners complete degrees and obtain industry recognized credentials of value in the workplace." in 1.1. Achievement of this together with the following will demonstrate achievement of this ENDS statement:

- a) The percentage of learners who successfully complete certifications and degrees in a 2-year period, year over year; and
- b) Three-, four-, five-, and six-year success ratings of learners who complete certifications and degrees, year over year; and
- c) The relative standing of Jackson College among other Michigan Community Colleges incorporating IPEDS and State data.

This is reasonable because it shows how quickly learners are able to complete a credential from Jackson College, or transfer to a four-year university, as well as the percentage that are able to complete the program in the intended two years which helps them realize the benefit of lower cost of education in a community college. The use of IPEDS and State data for progress determinations are a federal and state standard of productivity.

EVIDENCE:

- a) The chart below shows our past four cohorts of incoming learners and their

2-year success rating. The College is observing a decline in the number of incoming learners and saw a drop in 2-year success rate in 2019-2020, as

well as a positive rebound in 2-year success in FY '21. Source:

<https://www.mischooldata.org/success-rates-report/>.

Sector Entry Year	Adjusted State Cohort	2- Year Success Rate
2017-18	1,884	17.8%
2018-19	1,540	17.8%
2019-20	1,853	14.2%
2020-21	1,624	17.0%

b)

Sector Entry Year	Adjusted 3 - Year State Cohort	3 – Year Success Data	Adjusted 4 – Year State Cohort	4 – Year Success Data
2017-18	1,662	26.1%	1710	32.5%
2018-19	1,635	30.8%	1,640	39.4%
2019-20	1,838	28.7%		N/A

1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.

INTERPRETATION:

I have interpreted this to require the following:

- Graduates should have employment with a compensation level that is above 150% of the most recent Federal Poverty Guidelines for a family of four.
- All career related credentials submitted to the U.S. Department of Education and are evaluated for qualification according to Gainful Employment Standards
- Graduates of Jackson College certificate and degree programs should be placed in a related job not more than 6 months after their certification completion.

This is reasonable because employment after graduation is a reasonable expectation of learners after investing in their education. Furthermore, Federal Gainful Employment standards are universally applied to all higher education institutions and also require a reasonable income over

education/training cost standard.

EVIDENCE:

In a survey of alumni with a response rate of 30%, 86% of alumni who respond state that they are very satisfied with their quality of instruction and their relevance of instruction to their current industry.

Question asked Satisfied or Very strongly regarding:

Question	# of Respondents	% Satisfied	% Very Satisfied
Quality of Instruction	193	36%	54%
Relevance of Instruction to Current Job	193	27%	32%

Survey of alumni after the fact is a reasonable measure and validates the market demand and wage-earning potential. Return rate of 30% is reasonable because historically community colleges have lower response rate to these surveys, which is a reasonable standard for IR.

1.1.2 Ongoing regional labor force and employment needs are identified and supported.

INTERPRETATION:

I interpret this statement to require that the College not only regularly assess workforce needs of the tri-county area in terms of aggregate need and type of education needed through surveys, interviews, and on-site visits; but also develop the instructional planning to reasonably provide the training and instructional programming necessary to satiate this regional need.

This is reasonable because utilizing a survey methodology or through interviews conducted with vocational-technical advisory groups is a process that is required of all Federal Carl-Perkins grants for professional trades programs for obtaining information for program viability and sustainability. These same vehicles can be used to determine future programmatic needs as well.

EVIDENCE:

- a) Jackson College's Corporate and Continuing Education (CCE) confirmed that by July 2023 they have exceeded their annual goal of interviewing and touring 20 employers in the Tri-County Region to gather employer needs for both recruiting and upskilling their current workforce.

- b) Jackson College's Industry Partners identified "soft-skills" as the lacking component in Jackson College's programs. Specifically identified were a basic understanding of business (in all program areas), how to conduct themselves in professional environments, time management and time scheduling, and how to communicate effectively with managers. Through specialized training, we are incorporating soft skills into the key curriculum and hiring events to allow learners to be more employable. Examples include Technique and Henry Ford Jackson.
- c) Jackson College will continue to work with workforce partners, specifically managers and human resource personnel, to identify specific skills and competencies that need to be incorporated into the curriculum.
- d) Also identified by employers is the need for stackable programs embedding industry-recognized credentials. Employers identified communication, critical thinking, professionalism and teamwork as critical for successful employment in the community.

1.2 Employers have properly qualified people available to meet their needs.

INTERPRETATION:

I have interpreted this statement to require regular assessment of employers to determine if the learners trained at Jackson College, and employed by their firms, meet their expectations of instructional preparation.

This is reasonable because surveying of the employing community would provide the best evidence of the quality of education provided and its alignment with employer needs.

EVIDENCE:

- a) The Chief Academic and Learner Service Officer confirmed on 02.22.23 the renewal of Perkins funding for all State-approved CTE programs, which included the conducting of advisory committees. It was further confirmed that all committee membership and meeting minutes were collected and retained, and that membership included representation from a variety of stakeholders including business, industry and healthcare, as well as program graduates and current learners, including special populations.
- b) Information provided by advisory committees regarding current and emerging employer needs was validated by the Comprehensive Local Needs Assessment, a Perkins V required bi-annual survey of the local labor market and Jackson College's alignment with local in-demand industry sectors or occupations. Further evaluative feedback was provided through PROE (Program Review of Occupational Education) surveys to current

learners, faculty and advisory committee members as well as program- and course-specific surveys such as Clinical Site Evaluations.

- c) In June 2020, Jackson College implemented PathwayU, (i.e., a new online career assessment and guidance system). Jackson College has been able to utilize PathwayU to help CTE learners identify which degree and or type of career and internship to pursue. Since its implementation, PathwayU has assisted 3,420 learners in identifying careers/internships that will bring purpose and to narrow down positions of interest. Learners are then directed to College Career Network (CCN) to find careers aligning with their purpose. Over 300 local employers have active accounts through CCN and actively post and hire Jackson College Learners.
- d) The Work-Based Learning Coordinator also provides services through the Employment Hub, offering learners assistance with internship questions, career-related workshops, resume writing and tips, cover letter assistance, mock interviews, etc. In addition to services through the Employment Hub, we also offer employers Employer Spotlights where they can communicate their employment opportunities to learners and offer on-the-spot interviewing.

1.3 Employers have avenues for employee training.

INTERPRETATION:

I have interpreted this statement to be satisfied when the College's Department of Corporate and Continuing Education (CCE) and Allied Health and Advanced Manufacturing faculty work with area employers to assess and identify current industry-recognized credentials (IRC) that are in-demand and lead to sustainable wages. Additionally, further vetting of identified programs would be reviewed by Michigan Works! Southeast (MWSE) to align access to Workforce Investment and Opportunity Act (WIOA) funding and wrap-around supportive services.

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers credit and noncredit opportunities, in person and remotely, through Corporate & Continuing Education (CCE) based on employers' requests/needs for industry- recognized credentials; and
- b) The College facilitates funding for the employee training, largely through the Michigan New Jobs Training Program.

This is reasonable because it provides employers with the types of training that they need to gain in demand credentials at times and modalities to meet their individual needs.

EVIDENCE:

- a) Since 10.28.22, through the Michigan New Jobs Training Program (MNJTP),

Jackson College has assisted in providing no-cost training resources for eligible employers, including customized training, apprenticeship training, company specific curriculum development, and purchase of industry-specific training equipment. Currently, CCE manages fourteen active agreements, with a combined total over 3.5 Million dollars to train 438 eligible positions. As of July 2022, over 100 of these positions have received training. To date, Jackson College has held 33 MNJTP agreements, providing training for over 400 positions. Other funding sources made available to employers for training includes Going PRO, OJT, IWT, MiLeap and WIOA.

- b) In June, July and August of 2023, CCE worked with Technique and Henry Ford Jackson to incorporate Jackson College courses. New employees of technique will be trained in either a Welding, Prototype or CAD TechniqueU track. Additionally, learners will be trained in a Nurse Assistant two week program for Henry Ford Jackson. These trainings are funded through MNJTP and MiLeap and participants may later receive credit towards the Patient Care or Welding certificates. CCE has enrolled Twenty Two TechniqueU learners and thirteen Henry Ford Jackson learners into JC courses.
- c) On 07.26.23, it was reviewed and confirmed that CCE maintains an active catalog of course offerings, available through a variety of delivery methods. CCE collaborates with Ed2G0 to offer over 700 online 6-week courses or professional certification trainings. CCE cross-list an average of five credit courses each semester based on employer request. Additionally, seminars, workshops, open enrolment, and bootcamp trainings were scheduled regularly: Including, but not limited to: EMT-Basic, Nurse Assistant, Teacher SCECHs, Robotics, Production Technician, and AutoCAD., by the Director of Workforce Development.
- d) IRC certification programs were identified to incorporate into degree certificates. The intentional design of these programs incorporated WIOA program eligibility of being able to be completed in 12-months or less and concluding with an industry- recognized credential, while also being Federal Financial Aid eligible as a 16-credit or more credit certificate program. This collaboration promoted real-time understanding of workforce gaps based on industry demand and regional employer feedback.

1.4 The region has enhanced capacity for entrepreneurial innovation.

INTERPRETATION:

I am interpreting “...enhanced capacity for entrepreneurial innovation” as business owners and potential business developers in the region have opportunities to acquire the necessary theory, practices and applications for starting and sustaining a business.

Compliance will be demonstrated when:

- a) The College offers credit and non-credit small business development and entrepreneurship courses and workshops, in various formats and lengths.
- b) Learning outcomes for business program curricula include the learner demonstrating fundamental knowledge in core functional small business and entrepreneurship areas.
- c) Small business learners participating in the rigorous business curriculum who participate in Learner Feedback Surveys will be asked to identify that the program of instruction and the instructors are doing well in preparing learners for the entrepreneurial workforce environment.
- d) Response options for Learner Feedback Surveys for the courses would reflect a high level of satisfaction with the courses taken.
- e) All CCE course completers survey data would verify that participants valued the courses offered and intend to enroll in additional courses to expand their skills.

This is reasonable because individuals are more likely be successful in starting their own businesses if they are equipped with basic entrepreneurial foundational tools.

EVIDENCE:

- a) Jackson College promotional literature and webpage demonstrates the offering of both credit and non-credit programming to encourage and support regional entrepreneurial efforts.
- b) Business learners obtain the necessary skills needed to sustain a business within the business program curricula. These skills include: marketing strategies, social innovation, understanding the different entrepreneurial marketing strategies, encouraging and incentivizing entrepreneurship, demonstrating understanding business accounting principles, budgeting, communicating the different managerial styles in the entrepreneurial field of work and differentiating the various business legal systems and business implementation.
- c) Outcomes from credit learner surveys (conducted for every class) were utilized in order to understand how well the program and instructors were preparing learners for the entrepreneurial workforce environment. Learners responded positively regarding both their program and instructors. Approximately 94% of learners felt that their instructor was genuinely concerned with their progress in their courses, 93% of the learners felt their instructor promoted positive interaction in the classroom, and 95% of the learners felt their instructor communicated a clear understanding of the subject matter.

- d) The credit learners that participated in the survey were asked recommendations regarding the course material and learning content, and 94% indicated “They would recommend this course to another learner.”
- e) CCE course completers expressed a need to develop new skills, improve existing skills and wanting to advance in their career.

The Employment Hub serves as the primary resource for learners seeking guidance and support in their career development and job search endeavors. The Employment

Hub offers a range of services to entrepreneurship learners, including:

- a) Workshops regarding internship preparedness, job search tips, cover letter and resume assistance, and soft skills.
- b) Entrepreneurship learners have access to one-on-one appointments with the Work-Based Learning and Career Services Coordinator to discuss any career or Internship questions they may have. The WBL and Career Services Coordinator may recommend that they speak with the Small Business Development Center (SBDC).
- c) Learners are made aware of and invited to any and all networking and career events via marketing communications that the Employment Hub puts on.
- d) Canvas Course material is made available to learners who are interested in learning more about available jobs and or Internship/Volunteer Opportunities

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.

INTERPRETATION:

I have interpreted that the achievement of item 2.1 shall constitute achievement of this END statement.

2.1. Current and prospective learners have accurate information about transfer agreements and opportunities.

INTERPRETATION:

I interpret this item to mean that all transfer-related materials should be current to ensure learners have access to accurate transfer information to assist them with making informed educational decisions.

I further interpret this to mean that all articulation agreements and transfer-related materials, specific to program areas, are reviewed and approved by the appropriate academic department, dean, faculty, and Registrar before publishing to the academic

catalog and website.

Achievement of this END statement will be demonstrated when:

- a) Transfer Liaison confirms the accuracy of information that is published on the website; and
- b) Transfer Liaison confirms that all transfer information is evaluated by academic department, academic dean, registrar prior to publishing in catalogue and on web.

This is reasonable because the Transfer Liaison is responsible for all transfer relationships and agreements with universities and the Academic Department, the Academic Dean, and the Registrar have most current information on instructional programs.

EVIDENCE:

Internal review in July 2023 verified that all of baccalaureate transfer programs aligned with requisites specified in the transfer agreements. More particularly, College Articulation agreements confirm that all transfer academic programs are aligned with four-year baccalaureate programs. JC currently has 100 agreements with 13 different baccalaureate granting institutions.

This is a reasonable measure because articulation agreements spell out the required qualifications and skills. All programs need to be aligned to be classified as a transfer program.

- a) As of 07.14.23, the Transfer Liaison at Jackson College confirmed that all transfer information on the transfer web page and Jackson College website about transfer- related materials and articulations agreements are correct and up to date for the current academic year.
- b) On 07.14.23, the Transfer Liaison confirmed that all transfer information requiring review was evaluated by Academic Department, the Academic Dean, and the Registrar.

3. Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.

INTERPRETATION:

I have interpreted “learning and academic success responsive to their unique whole learner needs” in policy items #3.1 to #3.3 below. Achievement of the lower-level policies will constitute achievement of this ENDS statement.

3.1. Educational opportunities exist for those that might not otherwise have them.

INTERPRETATION:

I interpret this to me that the “...learners that might not otherwise have educational opportunities...” are defined as first generation, learners of diverse

background, PELL-eligible learner.

Achievement of this ENDS statement will be demonstrated when:

- a) College tuition is lower than comparable four-year private or state Colleges;
- b) Financial aid that lowers price and create additional resources for success is available to any eligible learner;
- c) Learners have access to multiple modalities of delivery, (i.e., online, face to face, hybrid, that fits their unique life);
- d) Learner housing is available to learners from other areas to live on campus that enables them to complete programs; and
- e) Learner-parents have housing and are supported with employment services, academic tutoring, part-time campus employment, and learner success mentoring.

This is reasonable because it addresses the primary barriers that research has shown to be the primary barriers to access to education (i.e., financial and housing, lack of accommodation for life context.)

EVIDENCE:

- a) Evidence of lower cost is provided page 2 on the chart titled “Jackson College Tuition Comparison AY ‘23.”
- b) On average, 75% of the College’s Title IV aid eligible learner population is Pell-eligible. Additionally, 90% of Pell-eligible learners are eligible to receive some other type of financial aid, including learner loans, and state grants or scholarships as confirmed on 07.10.23 by Financial Aid Director and Institutional Research Department
- c) Over the past year, learners have had access to course sections in a variety of modalities based on learner need and demand: online asynchronous, online synchronous (virtual classroom), hybrid, and fully seated. Seated sections run at Central Campus, JC @ LISD TECH in Lenawee County, and the LeTarte Center in Hillsdale County. The availability of face-to-face classes serves our tri-county area, and our online classes expand our reach throughout the state and across the country. Non-credit computer training courses were offered online through our partnership with Guangdong Polytechnic College in China. This was confirmed on 07.10.23 by Director of Work Force Training.
- d) Our three housing facilities provided opportunities for learners to live and learn on campus confirmed in a review of the College website on 07.10.23.
- e) Jets Village Family Residences can provide housing to 6 families was confirmed in a review of the College website on 07.10.23.

3.2. Learners have access to learning and academic support consistent with current technology and research.

INTERPRETATION:

I have interpreted “Current” to be defined as meeting the requirements of the academic or professional field of study and learner’s academic program. I further interpret this statement to ensure that Faculty annually identify equipment or classroom needs, inclusive of technology and academic requirements, as meeting the expectation of this ENDS statement.

Achievement of this ENDS statement will be demonstrated when the College’s annual budget meets the requirements for equipment and classroom identified by faculty, as well as including those items needed for training and workforce development, as identified industry representatives, which are identified through the use of advisory boards.

This is reasonable because the Board has an existing policy of providing 3.5% of the annual College budget for the acquisition/replacement of instructional technologies, software, and support equipment necessary for the classroom and college operations.

EVIDENCE:

During AY ‘23, Perkins funding of \$434,055 (72.78% of the total funding) was allocated for equipment purchases and capital outlay. All equipment purchased directly supported hands-on learner learning in preparation for entering the workforce and promoted the skills needed as identified by advisory committees and workforce partners. Programs supported by the equipment purchases include Advanced Manufacturing, Graphic Design and all Health Science programs through support of the Simulation and Innovation Center, including Diagnostic Medical Sonography, Medical Assisting, Respiratory Care, Surgical Technology and Nursing.

3.3. Learners have ancillary support that meets their unique needs.

INTERPRETATION:

I interpret ancillary support for unique needs to require a more holistic approach in serving learners. More specifically, learners would have supplementary support that includes academic elements and related efforts based upon what research indicates is required to support academic results at the college level. Additionally,

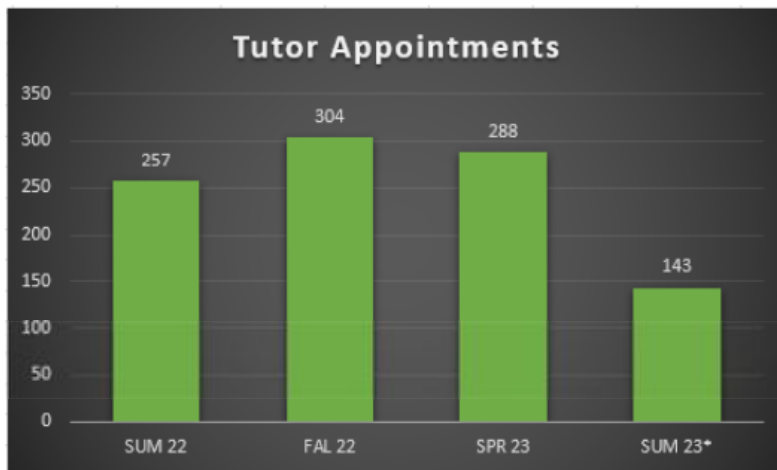
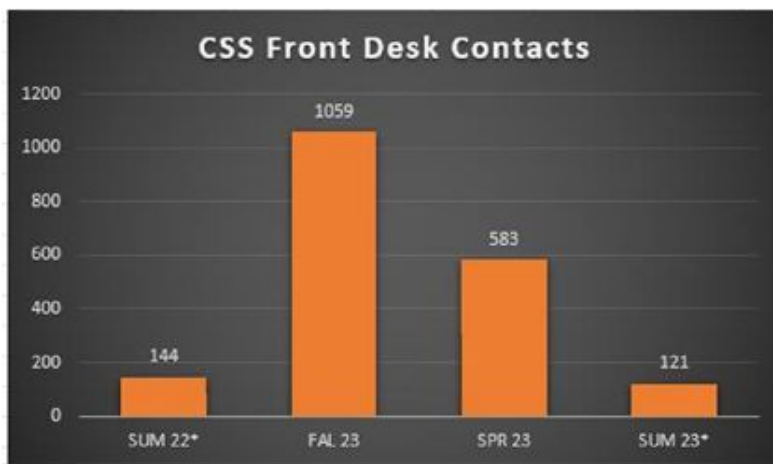
- a) Learners should have access to in-person and online tutoring, a writing lab, math lab, and supplemental instruction (SI) support on the academic side of education; and
- b) Learners should have access to health and food supports.

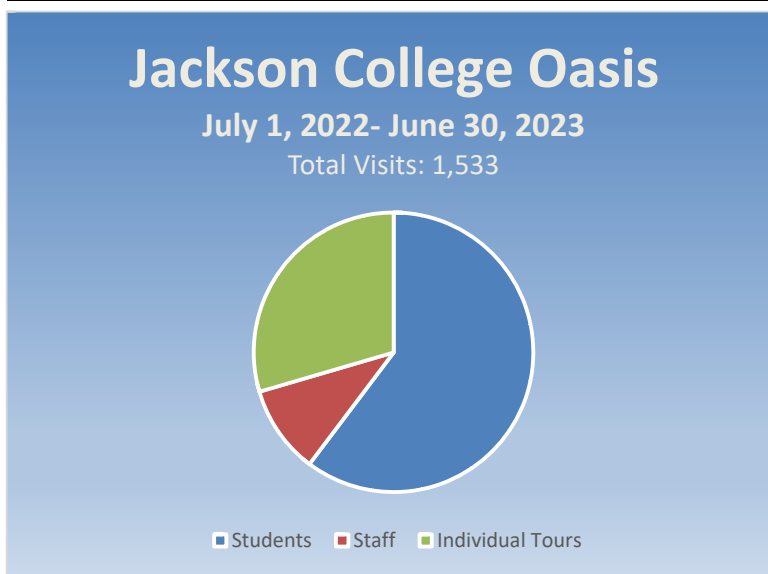
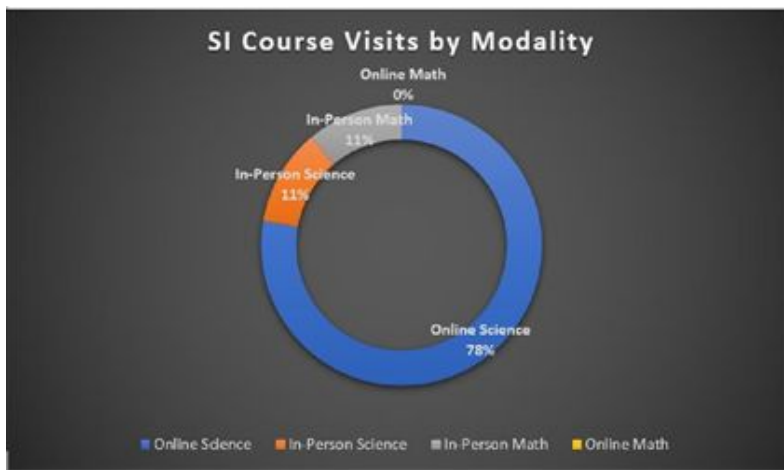
This is deemed reasonable as research has indicated that addressing whole

learner health and nutrition is essential as it directly impacts learners' ability to succeed academically.

EVIDENCE:

Visits to the areas in the Center for Learner Success confirm learners use (data) table for each area: Front Desk, Tutoring, Supplemental Instruction, Writing Center, JC Health Clinic, Oasis, Dental Clinic, etc. Annual enrolment on the census date for each of these terms were 2022 Fall 4917 learners, 2023 Spring 4704 learners, and 2023 Summer 2478 learners. *The numbers for Summer 23 throughout the below tables will continue to grow as the semester comes to a conclusion.*







4. Learners develop life and workplace skills.

INTERPRETATION:

I have fully interpreted that the achievement of items 4.1 and 4.2 below, regarding life and workplace skills, will constitute achievement of this policy.

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

INTERPRETATION:

I have interpreted this policy statement to mean that, as part of the learning experience at Jackson College, degree and certificate seekers shall have the opportunity to grow in their understanding of essential work and life skills, necessary to be successful in our democracy.

This is reasonable because technical knowledge without context in the broader economic and social ecosystem of the United States is insufficient for a learner to

be successful.

EVIDENCE:

- a) Jackson College provides learners with an array of opportunities to participate in work- based/experiential learning. Learners may participate in formal industry tours, internship experiences (both integrated in coursework and as separate learning experiences), clinical experiences, service-learning projects and work study opportunities. Examples of current opportunities provided to learners includes; extensive clinical experiences as part of nursing and allied health program curriculum; independent externships; participation in the volunteer income tax assistance (vita) program; course projects involving interviews with industry experts; and participation in semester-long or 7-week session internships in their field of study. JC has integrated internship/work-based learning courses into all its CTE degree programs. JC's Work-Based Learning Coordinator is responsible for developing and coordinating work-based learning opportunities with community employers and learners. As of July 2023, 252 learners have successfully completed a Work-Based Learning Experience at Jackson College within the following CTE programs: Accounting, Agriculture, Business Administration, Cloud Networking, Computer Networking, Cyber Security, Energy Systems, Entrepreneurship, Executive Assistant, Graphic Design, Software Engineering, and Sports Management.
- b) To better support learners in their search for career-related experience the college has implemented the use of CCN, a career office management system. CCN provides learners with school approved job/internship opportunities, access to a national internship board, provides learners with a resume/career portfolio creator, as well as provides access to career advice documents, videos, and podcasts. Not only does this aid learners in many ways, CCN allows employers to connect with learners through job postings, career event registration, and resume/career portfolio search ability. As of July 2023, since implementation in July 2017, 2,366 jobs and internship opportunities have been posted, 638 employers have created a profile, and 1,554 learners and alumni have created a profile.

4.1.1 Learners experience significant gains in their critical thinking, problem solving and written communication skills.

INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving, and written communication skills are to be embedded in all certificate and degree academic programming, as well as measured through institutional academic outcomes, which should be documented and reviewed by an assessment committee comprising faculty and administrators, which would develop and utilize rubrics of general education outcomes and essential competencies.

The achievement of this ENDS Statement is validated when:

- a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.
- b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

EVIDENCE:

- a) In addition to the rubrics developed by faculty for assessment of General Education Outcome #1 (Write Clearly, Concisely and intelligibly), as well as General Education Outcome #4 (Demonstration of Scientific Reasoning), since the August 2022 review, Jackson College has been undertaking an extensive assessment of three critically important Institutional Level Outcome (ILO), embedded in every certificate and degree, which includes the following:
 - 1. Think critically and act responsibly. Learner outcomes for this ILO encompass personal and communal responsibilities, as well as problem solving.
 - 2. Work productively with others. This ILO assesses for such things as making collaborative decisions and managing conflict.
 - 3. Exhibit technological literacy. This ILO moves learners beyond basic technological skills and communication and to the expectation of digital citizenship.

Together the GEOs and the ILOs impact learners throughout their educational journey at Jackson College and prepare them as thinkers, communicators, and problem solvers.

- b) Review of the Academic Council agenda confirmed that it regularly includes the following: presentation for approval of biannual goals by each Department Chair, results of program reviews and course reviews conducted with the support of the Academic Deans through workshops and collaborative analysis review.

4.1.2 Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational

outcomes; and

- b) Learners have opportunities to develop leadership skills outside the academic program in learner government, learner organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that learner government, learner organizations and athletics opportunities contribute significantly to development of leadership.

This is reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

EVIDENCE:

- a) Review of program outcomes with academic leadership and Department Chairs confirmed that educational outcomes include leadership development.
- b) Faculty support for learner government and Executive Director, Athletics & Student Development confirmed that programs provide learners with the opportunity to take on leadership roles and develop leadership skills such as time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for learner residents.

This is reasonable because research has demonstrated learner residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.

EVIDENCE:

- a) National Junior College Athletic Association (NJCAA) eligibility requirements hinge on academic performance and satisfactory progress towards degree completion. More years of participation require greater credit attainment.
- b) Learners that are part of one co-curricular program are many times a part of others such as Phi Theta Kappa, Resident Mentors, Men of Merit, or Sisters of Strength.
- c) As of July 2023, Completion/Graduation rates for learner athletes are higher than the rest of the institution when looking at IPEDs data with 25% graduation rate and 45% transfer rate.

5. Jackson County residents have accessible resources to improve their quality of life.

INTERPRETATION:

I have fully interpreted resources to improve quality of life in policy items #5.1, #5.2 and 5.3. Achievement of these lower-level ENDS will constitute achievement of this ENDS policy statement.

5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the achievement of this ENDS statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going learner years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year-old learners, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

EVIDENCE:

- a) The Department of Corporate and Continuing Education (CCE) catalog confirmed in July 2023 that a wide selection of non-credit lifelong learning, occupational, and continuing education courses for personal enrichment and general workforce interest were available to the community including: robotics, manufacturing safety, supervisory skills, basic electrical, teacher CEUs, production technician and patient care technician courses.
- b) It was confirmed via the aforementioned catalog in July 2023 that CCE offers a non-credit discounted rate for reserved seats in select credit courses to allow individuals to explore credit programs, advance their skill set, or for employers looking to train a small number of employees. CCE also offered a wide range of affordable, fun, and convenient non-credit courses in partnership with Ed2Go that increased access and flexibility to lifelong learning courses. Additionally, CCE built a catalog of faculty created courses, called Jetway. The courses range from personal enrichment to courses that lead to credit for prior learning opportunities. CCE coordinated with the Jackson YMCA to host a series of interactive sessions on Central Campus for the YMCA's Summer Camp June – August 2023. Campers had the opportunity to explore campus and learn about a variety of different career pathways.
- c) Review of the website on 07.23.23 confirmed that library is accessed by

learners and community residents.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Centre for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in non-credit courses for arts and wellness;
- c) There is access to the gym through enrollment in non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking);

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

EVIDENCE:

Review of the website on 07.27.23 confirms that all of (a), (b), and (c) were offered to the College community.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

I have interpreted this policy statement to mean that the College must provide a service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism, contributions, partnerships, and quality of life programming.

This is reasonable because historically, community colleges have had three areas of focus 1) career education, 2) transfer education, and 3) community services.

EVIDENCE:

- a) Jackson College partnered with Henry Ford Jackson Hospital to offer learners medical care evaluation and treatment. A licensed nurse practitioner, along with a Medical Office Assistant were available for patient visits, diagnosis and assessment, prescribing medications, or referrals. Visits to the health clinic were available for acute care for current JC learners and a payment of \$5 was due at the time of service. Consumables such as vaccinations, etc. above the normal supplies were extra. The clinic offered services similar to other medical clinics.

Jackson College partnered with Family Services and Children's Aid to provide mental health assistance. Support was available from the Oasis Center to

provide short-term assistance and where ongoing support was required, the Oasis Center staff confirmed that it was possible to provide level of required support or assist the individual in securing support through an outside agency.

Community members were able to utilize Jackson College's Dental Hygiene Clinic, which offers dental hygiene services while helping learners gain experience. The clinic allows dental hygiene learners to complete practice hours required as part of their studies. Learners work under the direct supervision of licensed dental hygiene instructors and dentists as they offer a variety of preventive services.

The above was verified via a review of the College website offerings in July 2023.

- b) Jackson College provides the Corrections Education Program in partnership with the Michigan Department of Corrections. Jackson College is approved by the Department of Education to offer educational programming inside the correctional facilities and allow eligible learners to use Federal Financial Aid towards the cost of the tuition. Jackson College has partnered with 8 different institutions within the state of Michigan. As the largest provider of corrections education in the State of Michigan, Jackson College has graduated over 570 learners through the Corrections Education Program
- c) Review of CEP on 07.11.23 confirmed that it includes Associate of Arts, Associate of General Studies and/or Associate of Science degree.
- d) Review of CEP on 07.11.23 confirmed that it was possible to pursue Associate of Applied Science degree.
- e) Review of CEP on 07.11.23 confirmed that it was possible to pursue an Associate of Applied Science in Business Administration, Public Administration, or a Business Management Certificate.
- f) CEP records on 07.11.23 confirm that all enrolled learners were assigned a Corrections Education Program Specialist and had access to support available to other learners.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

Subject to be Discussed and Policy Reference:
<p>7.0 Monitoring CEO Performance</p> <p>7.3 CEO Monitoring Compliance Schedule & Summary</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
Description:
<p>Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.</p> <p>When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing).</p>
Requested Board Action:
<p>Discussion surrounding the President's compliance review.</p>
Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 Board ENDS	8.14.23	Yes	n/a`	n/a	n/a	n/a	Compliant 8.8.22
EL – 00 General Executive Constraint	8.14.23	Yes	As this was the first review of the policy, only the interpretations were available for review 6.13.22. Evidence was reviewed on 9.12.22.	n/a	n/a	No capacity for monitoring as scheduled in September 2021.	Compliant 9.12.22
EL – 01 Treatment of Students	10.10.22	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	4.11.22, - Fully Compliant Follow-up 9.12.22	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22
EL – 03 Planning	6.12.23	Yes		n/a	n/a	n/a	Compliant 6.12.23
EL – 04 Financial Conditions & Activities	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22



President/CEO Monitoring Report Compliance

Jackson College

EL – 05 Asset Protection	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 06 Investments	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 07 Compensation and Benefits	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 08 Communication & Support to the Board	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
EL – 09 Organization Culture	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 10 Access to Education	2.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 2.13.23
EL – 11 Entrepreneurial Activity	3.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 3.13.23
EL – 12 Land Use	4.10.23 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory,	Fall of FY'24		Installation of the Jet's Pavilion, the Jet's Air Station, the	Partially Compliant 4.10.23



President/CEO Monitoring Report Compliance

Jackson College

			and the completed STEAM Factory area.			Astronomical Observatory, and the completed STEAM Factory area not expected until Fall of FY'24	
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2023 - 2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2023-2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 9, 2023	<u>Review EL-10</u> Access to Education (JEREMY) <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-13</u> Special Rules of Order (2024 - Monitor BCD-02 Accountability of the CEO)
February 13, 2023	<u>Review EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> CEO Compensation (2024 – Review GP-00 Governance Commitment)	<u>Monitor EL-10</u> Access to Education (JEREMY) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations
March 13, 2023	<u>Review EL-12</u> Land Use (JASON) <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance (2024 – Review BCD-00 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 (2024 – Monitor GP-00 Governance Commitment)
April 10, 2023	<u>Review EL-05</u> Asset Protection (JOHN) <u>Review EL-06</u> Investments (JOHN) <u>Review BCD-05</u> CEO Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control (2024 – Review GP-12 Board Linkage with External Organizations)	<u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance (2024 – Monitor BCD-00 Global Board Management Delegation)
May 8, 2023	<u>Review EL-03</u> Planning (JOHN) <u>Review GP-09</u> Board Code of Conduct	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investments (JOHN) <u>Monitor BCD-05</u> CEO Succession <u>Monitor GP-03</u> Board Planning Cycle & Agenda Control (2024 – Monitor GP-12 Board Linkage with External Organizations)
June 12, 2023	<u>Review EL-00</u> General Executive Constraint (PHELAN) <u>Review EN-01</u> ENDS (JEREMY)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct
August 14, 2023	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to CEO	<u>Monitor EL-00</u> General Executive Constraint (PHELAN)

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

	<u>Review BCD-04</u> Monitoring CEO Performance	<u>Monitor EN-01</u> ENDS (JEREMY)
September 11, 2023	<u>Review EL-01</u> Treatment of Students (CINDY/JEREMY) <u>Review EL-02</u> Treatment of Staff (CINDY) <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 16, 2023	<u>Review EL-04</u> Financial Conditions & Activities (JOHN) <u>Review EL-08</u> Communication & Support to the Board (PHELAN)	<u>Monitor EL-01</u> Treatment of Students (CINDY/JEREMY) <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 13, 2023	<u>Review EL-09</u> Organization Culture (CINDY) <u>Review EL-07</u> Compensation & Benefits (CINDY) <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the CEO	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

Reviewing Committee: Board of Trustees

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

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

Procedural Steps:

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

2023-2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 14, 2023	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2023	<u>EL-01</u> Treatment of Students	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2023	<u>EL-04</u> Financial Conditions & Activities	Trustee Sam Barnes Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Sam Barnes Trustee Matt Heins
November 13, 2023	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the CEO	Trustee Donna Lake Trustee Chris Simpson
January 9, 2024	<u>EL-10</u> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-14</u> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson

	<u>GP-11</u> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 13, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Sam Barnes Trustee Matt Heins
	<u>BCD-06</u> CEO Compensation	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Sam Barnes Trustee Matt Heins
March 13, 2024	<u>EL-12</u> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-02</u> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-04</u> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-10</u> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-00</u> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
April 10, 2024	<u>EL-05</u> Asset Protection	Trustee Sam Barnes Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Sam Barnes Trustee Matt Heins
	<u>BCD-05</u> CEO Succession	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Sam Barnes Trustee Matt Heins
May 8, 2024	<u>EL-03</u> Planning	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-09</u> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson

June 12, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EN-01</u> ENDS	Trustee Phil Hoffman Vice-Chair Sheila Patterson

DRAFT

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:
8.0 Monitoring Board Performance 8.1 GP-09 Board Code of Conduct – Survey Results Review <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
Description:
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
Resource Impact:
None
Requested Board Action:
Review of the results to determine compliance with policy statements and any changes that might be needed.
Action Taken:



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-09 Board Code of Conduct DATE: 08.10.23

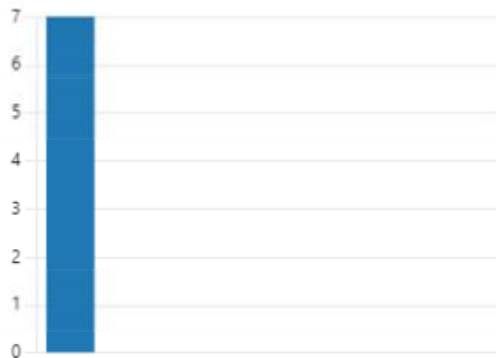
1. *Number of Response: 7*
2. *Policy opening statement:*

The Jackson College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees to treat one another, the CEO, College employees, citizens of Jackson County, students, and parents with respect, co-operation and a willingness to deal openly on all matters.

Have we acted consistently with this item of policy?

[More Details](#)

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0
N/A	0
Issue has not been faced by the ...	0

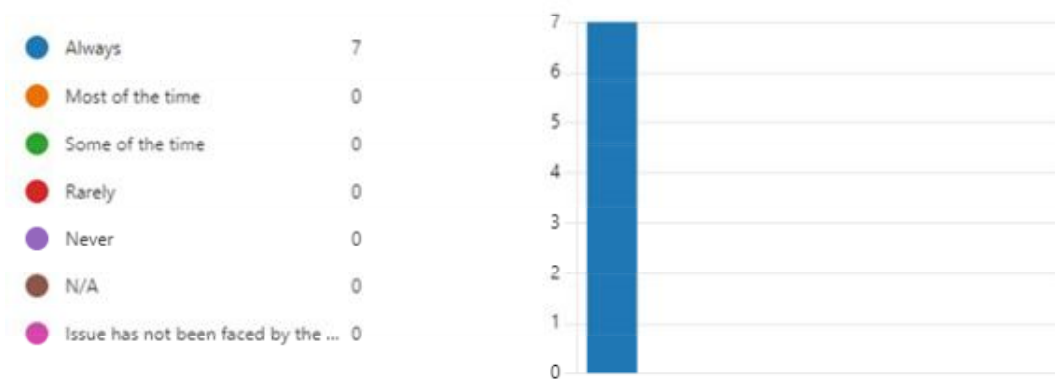


3. Provide specific representative examples to support your above response when applicable.
 - No responses
4. *Item 1:*

Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations or any personal interest as a consumer.

Have we acted consistently with this item of policy?

[More Details](#)



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

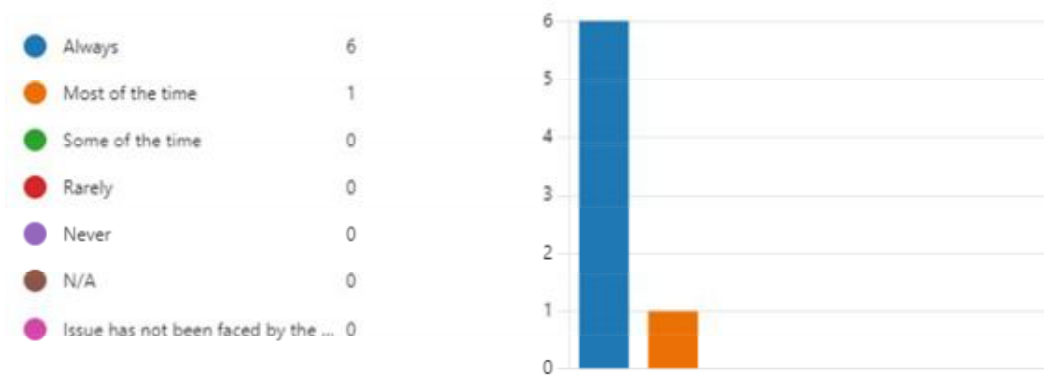
- "It certainly appears that we do."

6. **Item 2:**

Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Have we acted consistently with this item of policy?

[More Details](#)



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

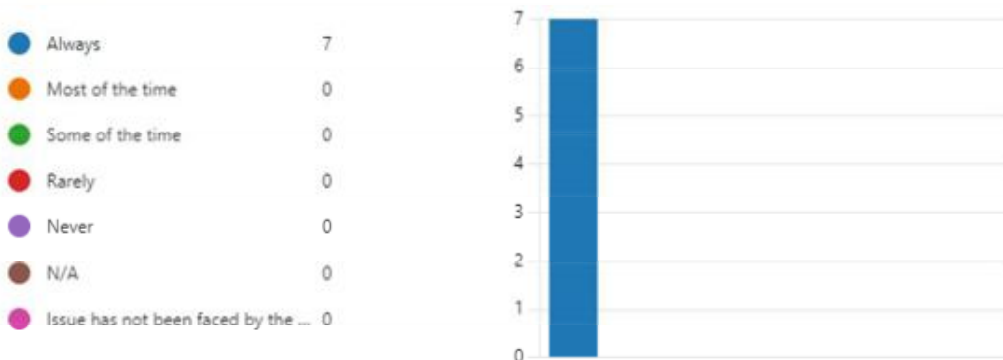
- *No Comments*

8. **Item 3**

Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.

Have we acted consistently with this item of policy?

[More Details](#)



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

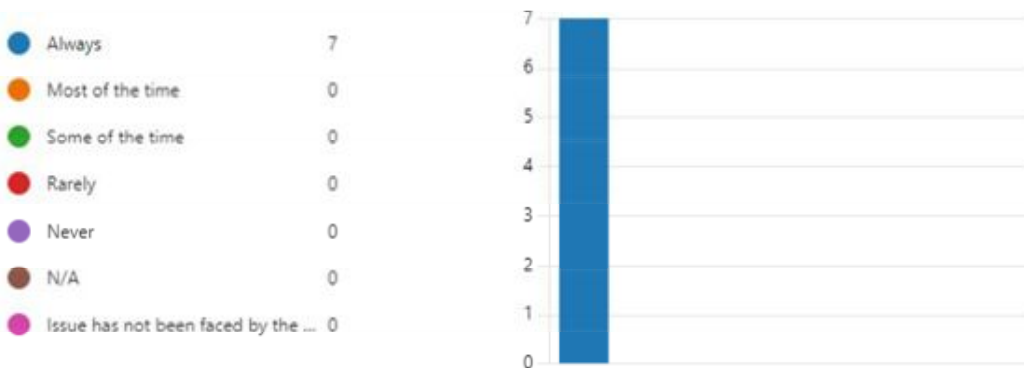
- *No responses*

10. ***Item 3.1***

There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.

Have we acted consistently with this item of policy?

[More Details](#)



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

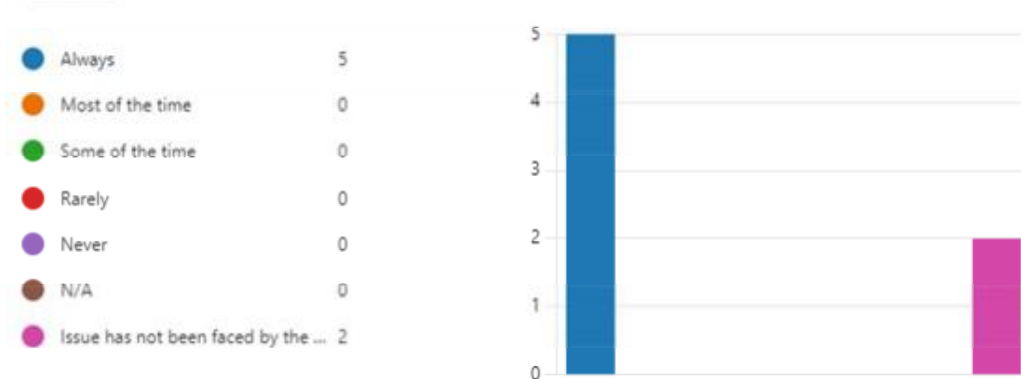
- *No responses*

12. **Item 3.2:**

When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse herself or himself without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.

Have we acted consistently with this item of policy?

[More Details](#)



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

- *No comments*

14. **Item 3.3:**

Trustees will not use their Board position to obtain employment with, or furnish services or goods to the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.

Have we acted consistently with this item of policy?

More Details

Always	6
Most of the time	0
Some of the time	0
Rarely	0
Never	0
N/A	0
Issue has not been faced by the ...	1



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

- *No comments*

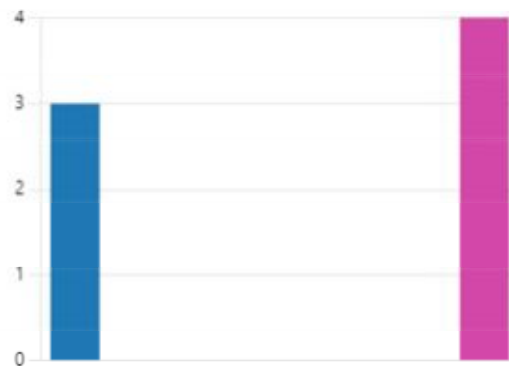
16. **Item 3.4:**

Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.

Have we acted consistently with this item of policy?

More Details

Always	3
Most of the time	0
Some of the time	0
Rarely	0
Never	0
N/A	0
Issue has not been faced by the ...	4



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

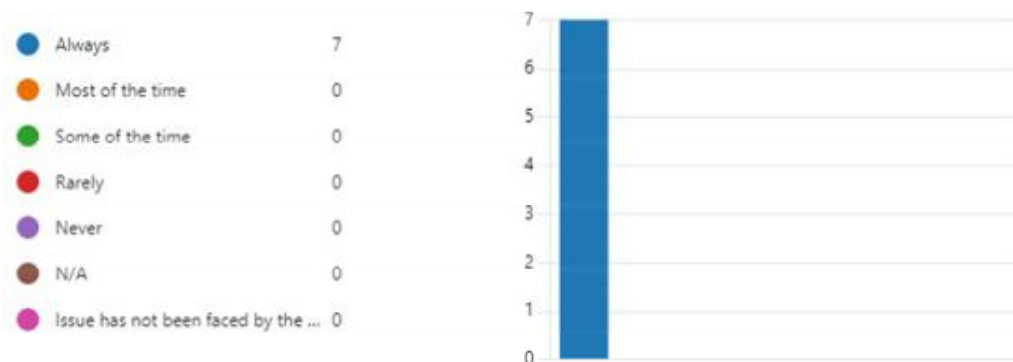
- *No comments*

18. **Item 4:**

Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.

Have we acted consistently with this item of policy?

[More Details](#)



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

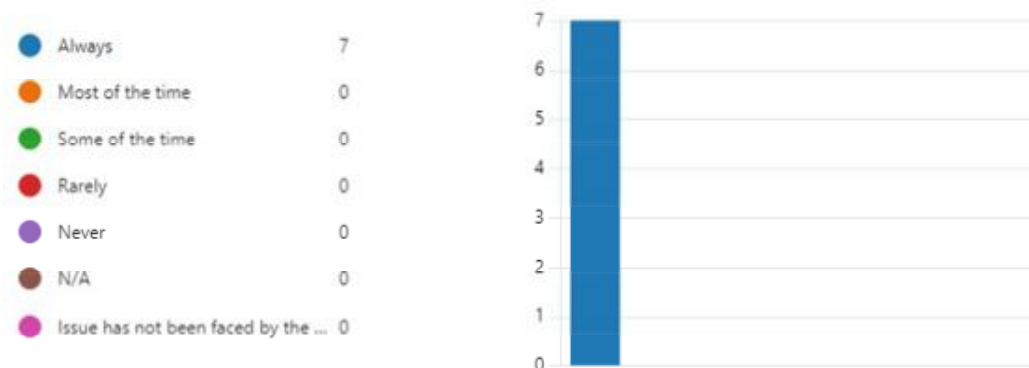
- *No comments*

20. *Item 5*

Trustees shall not attempt to exercise individual authority over the organization or the CEO.

Have we acted consistently with this item of policy?

[More Details](#)



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

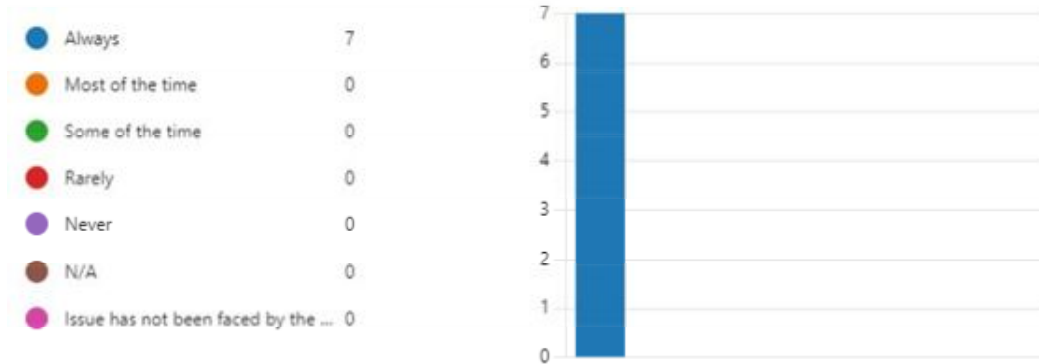
- *No comments*

22. *Item 5.1:*

When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.

Have we acted consistently with this item of policy?

[More Details](#)



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

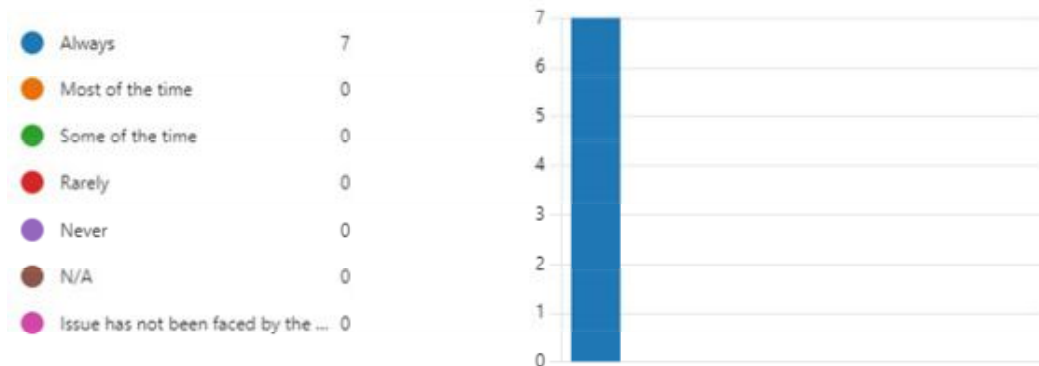
- *No Comments*

24. ***Item 5.2:***

The Board Chair or designee is the only person authorized to speak to the public, the media or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.

Have we acted consistently with this item of policy?

[More Details](#)



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

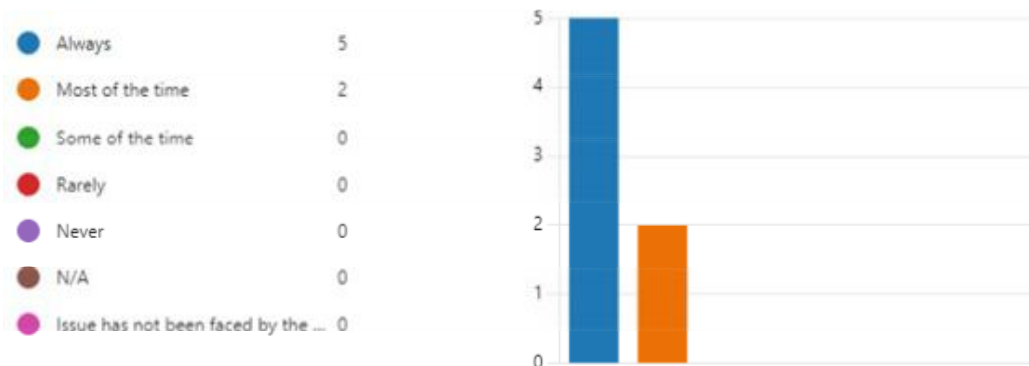
- “If the media calls I refer them to the Chairman. However, out of obligation as an elected official, the public has a right to know my thoughts an opinions on any subject if asked by the media.”

26. **Item 6:**

Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.

Have we acted consistently with this item of policy?

[More Details](#)



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

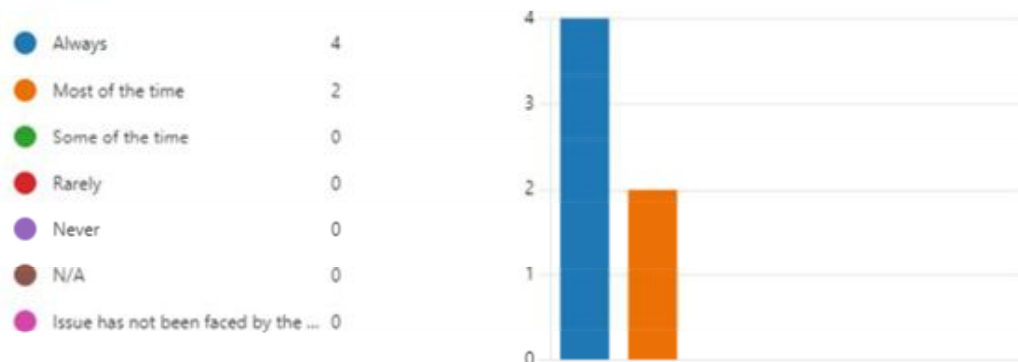
- No Comments

28. **Item 7:**

Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of Board meetings.

Have we acted consistently with this item of policy?

[More Details](#)



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

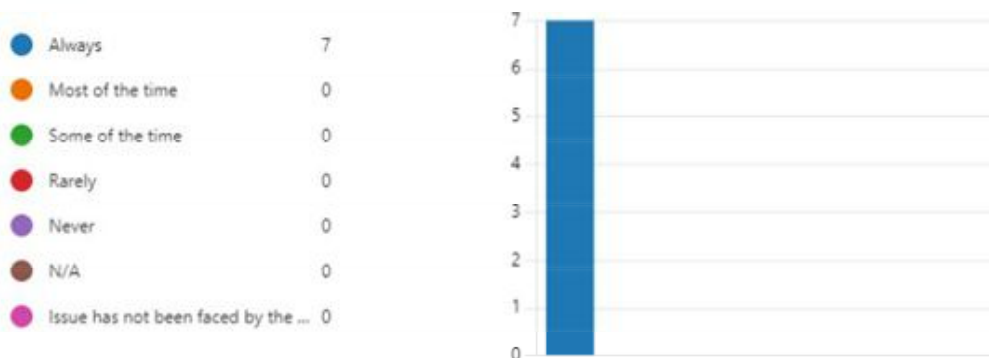
- *No responses*

30. **Item 8:**

Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.

Have we acted consistently with this item of policy?

[More Details](#)



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

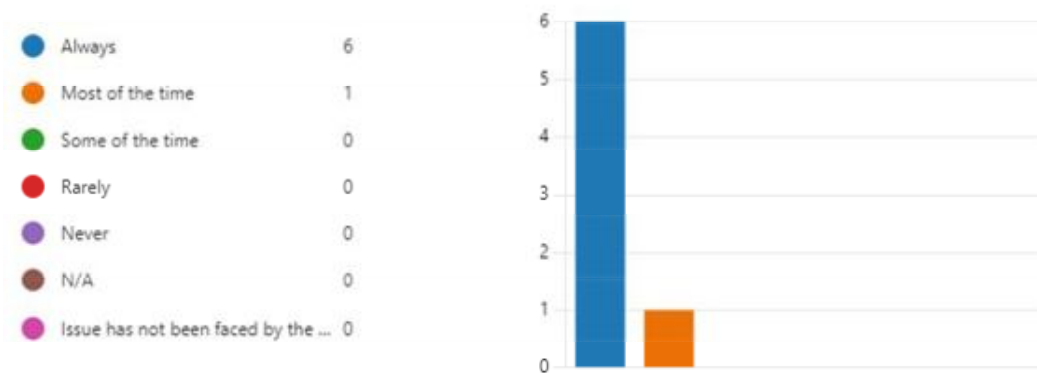
- *No comments*

32. **Item 9:**

Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.

Have we acted consistently with this item of policy?

[More Details](#)



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

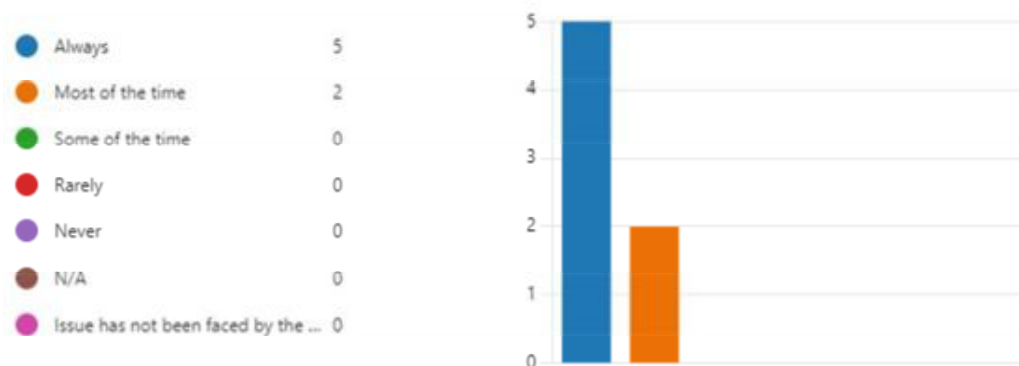
- *No responses*

34. ***Item 10:***

Trustees shall review community college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.

Have we acted consistently with this item of policy?

[More Details](#)



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

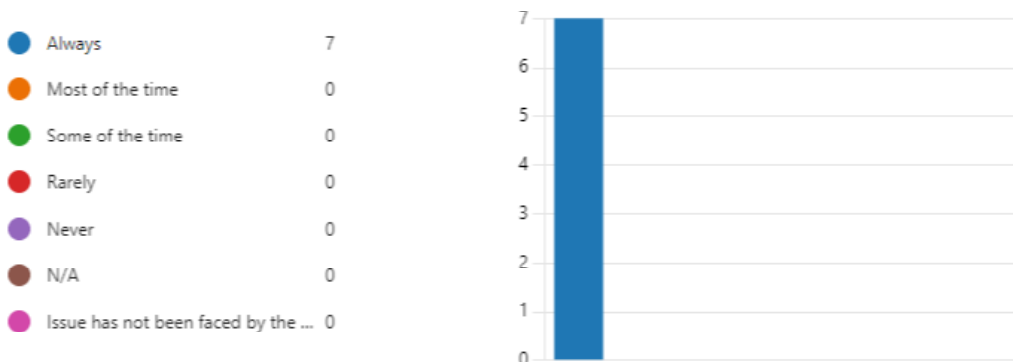
- *No Responses*

36. **Item 11:**

Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.

Have we acted consistently with this item of policy?

[More Details](#)



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

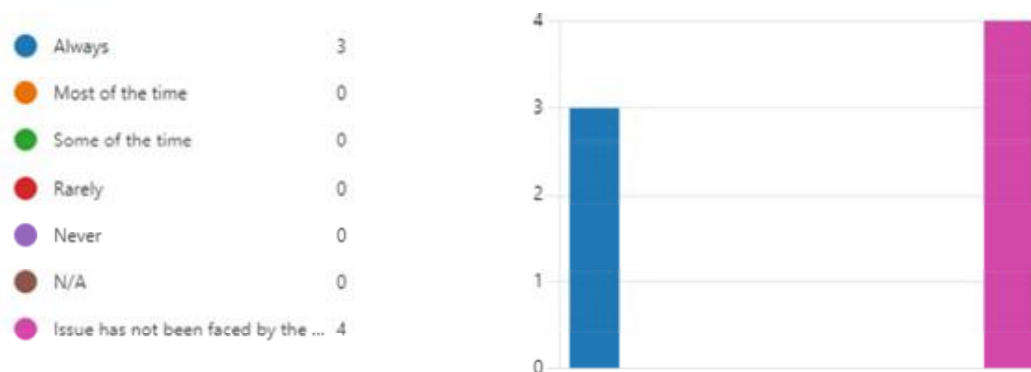
- *No responses*

38. **Item 12:**

Trustees who are found to have violated the Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

Have we acted consistently with this item of policy?

[More Details](#)



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

- *No responses*

40. *Other Board Comments:*

- *No responses*

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 14, 2023</p>



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.1 FY'23 Q4 Financial Report</p> <p align="right"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
Description:
<p>For the Board's review is the <i>unaudited year end</i> FY'23 Q4 Financial Report. I will provide a few highlights with respect to changes since Q3.</p> <p>Recall that monthly financials are provided on the Board's web page.</p> <p>I am happy to answer any questions you may have about the Q4 report.</p>
Resource Impact:
None
Requested Board Action:
Review of the FY'23 Q4 Financial Report.
Action Taken:



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
June 30, 2023

Jackson College
Memo From John Globoker, Chief Financial Officer
For the June 30,2023 Financial Report

Following is the June 30,2023 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2022-2023 Budget as adopted at the June 2022 Board of Trustees meeting.

General Fund

Revenues

- **Tuition and fees** - Unfavorable to budget, 22/Fall and 23/SPR enrollment were lower than projected.
- **Contract training** - Favorable to budget, due to additional trainings through grant programs.
- **Miscellaneous** - Favorable to budget, due to administrative allowance recognized from grant programs.

Expenses

- **Wages/Retirement & Benefits** - Savings from vacant positions, we expect savings to get smaller as the fiscal year progresses.
- **Services** - Unfavorable to budget, due to amended services in IT, contracted CFO services, FY22 IT invoice paid in FY23, and new services with Consumer's Energy for the lineworker program.
- **Materials** - Unfavorable to budget, due to timing of IT software renewals that required larger upfront payments.
- **Rent, utilities, insurance** - Unfavorable to budget, due to increase in heating/fuel gas, electricity and insurance costs related to increased building valuation.
- **Other operating costs** - Unfavorable to budget, due to increased investment in professional development and advertising.
- **Transfers - Jets Store** - the Jets Store is a mission supported activity that the general fund supports until the time it becomes financially self sufficient.

Jackson College
Memo From John Globoker, Chief Financial Officer
For the June 30,2023 Financial Report

Auxiliary Fund

Revenues

- **Housing** - Favorable to budget as occupancy was higher than expected.
- **Housing** Scholarships- Unfavorable to budget, due to increase in Resident Mentors to support Ready, Set, Jet initiative for the academic year.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
- **Miscellaneous** - Unfavorable to budget, mainly due to not meeting the budget for building rentals.

Expenses

- **Wages/Benefits** - Unfavorable to budget, due to insufficient budgeting in Bookstore.
- **Services Staffing Agency** - Favorable to budget, possibly due to conservative budget being presented.
- **Services** - Unfavorable to budget, due to timing of purchases at the beginning of the year and additional expenses related to the opening of Jax's Place.
- **Materials** - Unfavorable to budget, due to timing additional food supplies related to the opening of Jax's Place and insufficient budgeting in Bookstore.
- **Rent, Utilities, insurance** - Favorable to budget, rental of equipment not needed as much compared to previous years
- **Other operating costs** - Unfavorable to budget, increase in Potter Center Income (from budget) resulted in additional expenses related to increased activity.
- **Capital Equipment** - Unfavorable to budget, due to equipment purchases necessary for Jax's Place

Other Notes

- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of June 30,2023 the College is meeting this requirement.

Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College
Revenue and Expense Statement
General Fund - FY 23
June 30, 2023
Preliminary - Unaudited

	2022-2023 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date *
Revenue							
Gross tuition and fees	\$ 24,936,000	57.3%	\$ 24,021,441	96.3%	100.0%	\$ (914,559)	\$ 23,732,917
Less Institutional Scholarships	(725,000)	-1.7%	(802,015)	110.6%	100.0%	(77,015)	(623,430)
Net tuition and fees	24,211,000	55.6%	23,219,426	95.9%	100.0%	(991,574)	23,109,487
Property taxes	5,587,000	12.7%	5,901,708	105.6%	100.0%	314,708	5,621,776
State appropriations	13,428,792	30.9%	14,499,500	108.0%	100.0%	1,070,708	14,786,846
Contract training	35,000	0.1%	149,085	426.0%	100.0%	114,085	91,806
Miscellaneous	210,000	0.5%	473,809	225.6%	100.0%	263,809	349,376
Transfers	50,000	0.1%	51,726	103.5%	100.0%	1,726	49,619
Transfers - Federal grant funds	-	0.0%	-	0.0%		-	5,303,876
Total revenues	43,521,792	99.9%	44,295,254	101.8%	100.0%	773,462	49,312,786
Expenses							
Wages	16,299,486	37.7%	15,632,986	95.9%	100.0%	(666,499)	14,820,556
Retirement	4,335,066	10.0%	4,103,747	94.7%	100.0%	(231,319)	4,714,471
Benefits	3,144,126	7.3%	2,889,310	91.9%	100.0%	(254,816)	2,929,959
Services - Staffing Agency	3,655,400	8.5%	3,810,428	104.2%	100.0%	155,028	3,604,960
Services	4,064,520	9.4%	4,550,082	111.9%	100.0%	485,562	3,080,415
Materials	1,653,675	3.8%	1,991,084	120.4%	100.0%	337,409	1,028,268
Rent, utilities, insurance	1,749,400	4.1%	1,840,448	105.2%	100.0%	91,048	1,554,704
Other operating costs	2,440,735	5.7%	3,363,135	137.8%	100.0%	922,400	2,962,532
Transfers-major maintenance	987,895	2.3%	987,895	100.0%	100.0%	-	7,822,009
Transfers-deferred maintenance	-	0.0%	-			-	1,056,349
Transfers-debt service	4,460,045	10.3%	4,460,045	100.0%	100.0%	-	2,887,895
Transfers-Jets Store	-	0.0%	444,560		100.0%	444,560	195,107
Capital equipment	348,000	0.8%	322,945	92.8%	100.0%	(25,055)	203,924
Total expenses	43,138,348	99.9%	44,396,665	102.9%	100.0%	1,258,318	46,861,149
Income over (under) expenses	\$ 383,444 **		\$ (101,411)			\$ (484,856)	\$ 2,451,637

* Certain amounts as reported in the 2022 financial statements have been reclassified to conform with the 2023 presentation of Auxiliary Funds

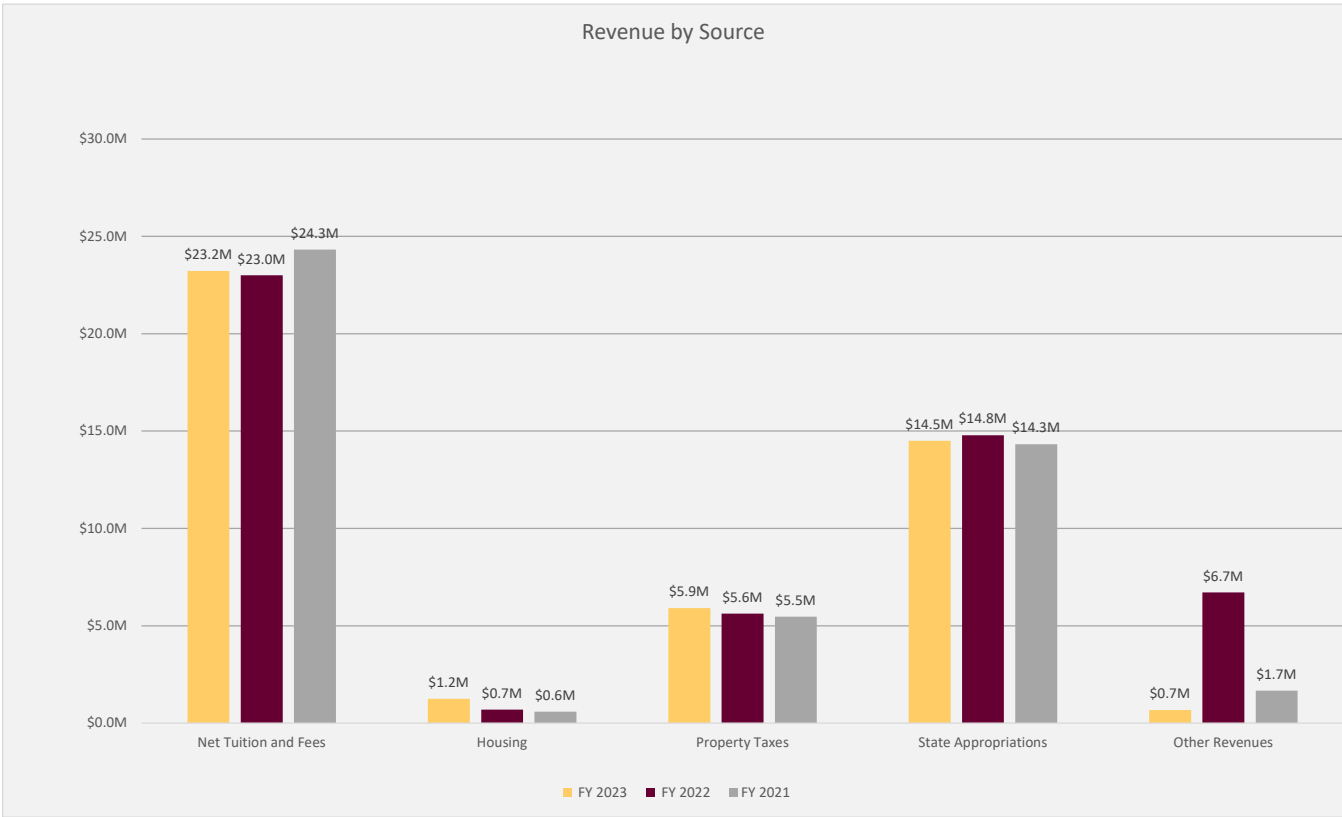
** Budgeted Auxiliary Funds presented separately

Jackson College
Revenue and Expense Schedule
HEERF Funds - FY 23
June 30, 2023
Preliminary - Unaudited

	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior years revenues	\$ 1,946,067	\$ 1,946,067	\$ 1,080,587	\$ 1,946,067	\$ 6,168,753	\$ 6,850,567	\$ 6,262,704	\$ 1,429,600	\$ 27,630,412
Prior years expenses	1,946,067	1,946,067	1,080,587	1,946,067	6,168,753	6,850,567	6,262,704	1,429,600	27,630,412
Net prior year activity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year 2022 Revenue									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant revenue - Federal	-	-	-	-	-	3,106	-	-	3,106
Transfers	-	-	-	-	-	-	-	-	-
Total revenues	-	-	-	-	-	3,106	-	-	3,106
Fiscal Year 2022 Expenses									
Online course fee scholarships	-	-	-	-	-	-	-	-	-
Emergency grants to students	-	-	-	-	-	3,106	-	-	3,106
Student retention	-	-	-	-	-	-	-	-	-
Wages	-	-	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-
Other operating costs	-	-	-	-	-	-	-	-	-
Transfers to general fund	-	-	-	-	-	-	-	-	-
Capital equipment	-	-	-	-	-	-	-	-	-
Total expenses	-	-	-	-	-	3,106	-	-	3,106
Income over (under) expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

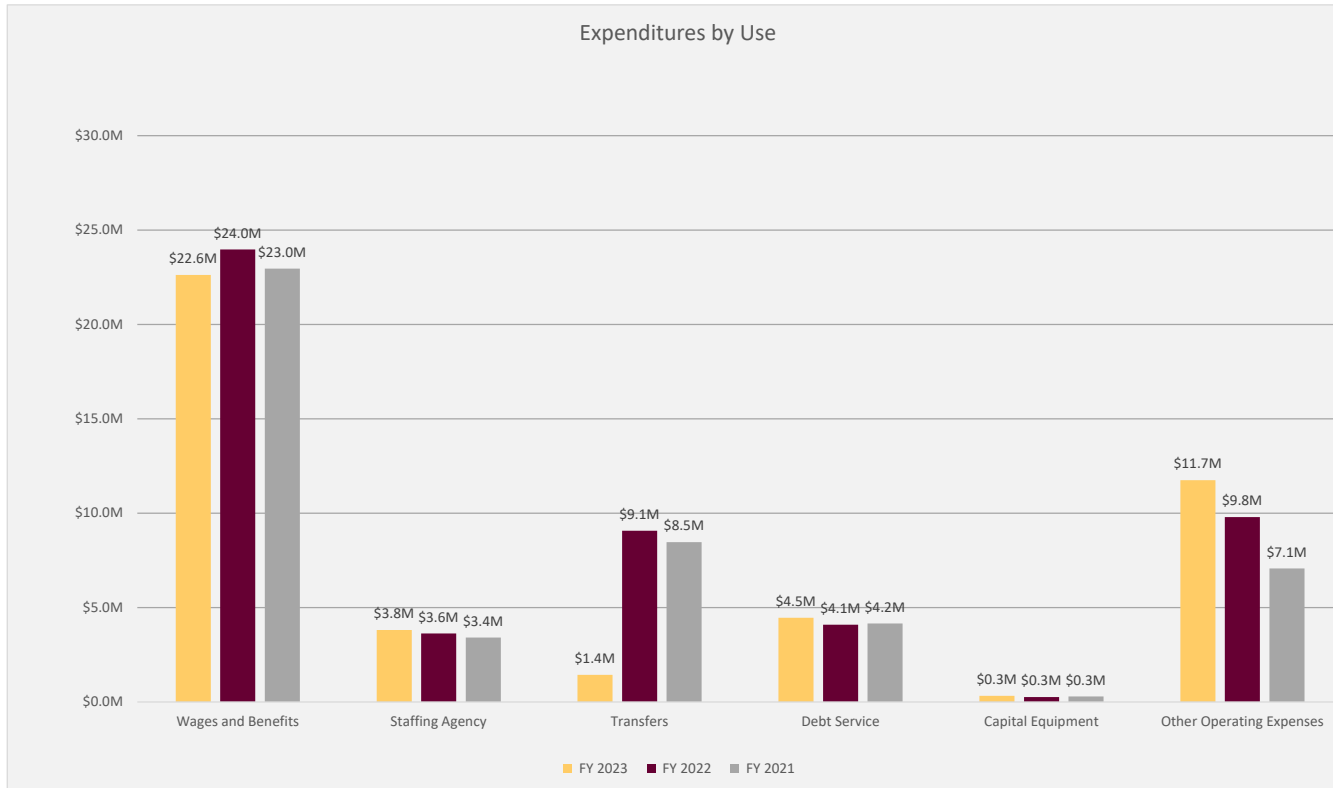
Jackson College
General Fund Revenue Comparison
6/30/2023

\$44,295,254



Jackson College
General Fund Expenditure Comparison
6/30/2023

\$44,396,665



Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College
Balance Sheet and Changes in Fund Balance - FY 23
June 30, 2023
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ (639,450)	\$ 12,475,362	\$ (176,496)	\$ -	\$ (333,560)	\$ 17,561	\$ 8,752,498	\$ 509,187	\$ 20,605,102
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	16,793	-	-	16,793
Accounts receivable	10,452,599	12,501	3,103	-	102,334	-	462,615	-	11,033,152
Inventories	29,672	-	-	-	203,460	-	-	-	233,132
Other assets	2,745,714	-	46,525	-	225,175	-	80,163,565	10,342	83,191,321
Total assets	12,588,535	12,487,863	(126,868)	-	197,409	34,354	89,378,678	519,529	115,079,500
Liabilities and Fund Balance									
Accounts payable	325,571	-	5,276	-	65,030	-	-	180	396,057
Accrued liabilities	2,408,341	-	-	-	360,749	-	28,074,842	-	30,843,932
Deferred liabilities	7,913,567	-	-	-	-	-	-	-	7,913,567
Unearned revenue	1,400	-	-	-	258,775	-	-	-	260,175
Other liabilities	1,530,295	13,700	2,575,297	-	20,105	-	15,108	7,801	4,162,306
Total liabilities	12,179,174	13,700	2,580,573	-	704,659	-	28,089,950	7,981	43,576,037
Fund balance	602,361	12,474,163	(2,900,441)	-	(507,250)	34,354	61,288,728	511,548	71,503,463
Total liabilities and fund balance	\$ 12,781,535	\$ 12,487,863	\$ (319,868)	\$ -	\$ 197,409	\$ 34,354	\$ 89,378,678	\$ 519,529	\$ 115,079,500
	193,000		(193,000)						
Beginning fund balance									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50,587,601	\$ -	\$ 50,587,601
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	12,037,535	-	12,037,535
Restricted	-	690,408	477,117	-	-	34,176	-	-	1,201,701
Future Operations	703,772	11,360,987	-	-	-	-	-	530,070	12,594,829
	\$ 703,772	\$ 12,051,395	\$ 477,117	\$ -	\$ -	\$ 34,176	\$ 62,625,136	\$ 530,070	\$ 76,421,666
Current year income	44,295,254	436,468	17,584,713	-	3,440,976	178	5,690,645	212,414	71,660,648
Current year expenses	44,396,665	13,700	20,962,271	-	3,948,226	-	7,027,053	230,936	76,578,851
Ending fund balance	\$ 602,361	\$ 12,474,163	\$ (2,900,441)	\$ -	\$ (507,250)	\$ 34,354	\$ 61,288,728	\$ 511,548	\$ 71,503,463

Jackson College
Revenue and Expense Statement
Auxiliary Services
June 30, 2023
Preliminary - Unaudited

						Auxiliary Units			
	2022-2023 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Housing	\$ 1,007,485	49.1%	\$ 1,247,356	123.8%	100.0%	-	1,247,356	-	-
Less Housing Scholarships	(100,000)	-4.9%	(224,483)	224.5%	100.0%	-	(224,483)	-	-
Sales Bookstore	-	0.0%	302,776	0.0%	0.0%	-	-	302,776	-
Potter Center activities	200,000	9.8%	499,254	249.6%	100.0%	-	-	-	499,254
Hospitality	660,000	32.2%	669,731	101.5%	100.0%	669,731	-	-	-
Miscellaneous	50,000	2.4%	45,586	91.2%	100.0%	-	7,800	-	37,786
Transfers - General Fund	-	0.0%	444,560	0.0%		-	-	444,560	-
Transfers - Foundation	232,500	11.3%	231,711	99.7%	100.0%	-	-	-	231,711
Total revenues	<u>2,049,985</u>		<u>3,216,491</u>			<u>669,731</u>	<u>1,030,673</u>	<u>747,336</u>	<u>768,751</u>
Expenses									
Wages	\$ 1,072,792	44.1%	\$ 1,242,642	115.8%	100.0%	634,429	170,386	166,524	271,303
Retirement	283,023	11.6%	285,885	101.0%	100.0%	134,485	22,528	41,888	86,984
Benefits	203,774	8.4%	248,356	121.9%	100.0%	158,830	10,307	29,449	49,770
Services - Staffing Agency	15,000	0.6%	3,664	24.4%	100.0%	3,664	-	-	-
Services	12,000	0.5%	50,239	418.7%	100.0%	21,341	9,429	-	19,469
Materials	385,340	15.8%	1,150,336	298.5%	100.0%	661,356	981	487,249	750
Rent, utilities, insurance	2,000	0.1%	1,074	53.7%	100.0%	1,074	-	-	-
Other operating costs	452,500	18.6%	702,954	155.3%	100.0%	4,032	18,617	10,737	669,568
Transfers	-	0.0%	-	0.0%		-	-	-	-
Capital equipment	7,000	0.3%	38,593	551.3%	100.0%	25,811	1,293	11,489	-
Total expenses	<u>2,433,429</u>		<u>3,723,743</u>			<u>1,645,022</u>	<u>233,541</u>	<u>747,336</u>	<u>1,097,844</u>
Income over (under) expenses	<u>\$ (383,444)</u>		<u>\$ (507,252)</u>			<u>\$ (975,291)</u>	<u>\$ 797,132</u>	<u>\$ -</u>	<u>\$ (329,093)</u>

Jackson College
Balance Sheet
Building and Site Fund - FY 23
June 30, 2023
Preliminary - Unaudited

	Building and Site Fund
Assets	
Cash	\$ 6,507,202
Investments	-
Accounts receivable	462,615
Due from other funds	<u>188,329</u>
Total assets	<u>7,158,146</u>
Liabilities and Fund Balance	
Accounts payable	-
Other liabilities	<u>15,108</u>
Total liabilities	<u>15,108</u>
Fund balance	7,143,038
Total liabilities and fund balance	<u><u>\$ 7,158,146</u></u>

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
June 30, 2023
Preliminary - Unaudited

	Balance July 1, 2022	Revenue	Expenditures	Balance June 30, 2023
Major Maintenance and Equipment Replacement	\$ 9,671,462	\$ 1,227,512	\$ 5,667,409	\$ 5,231,565
Deferred Maintenance and Life Safety	<u>2,366,073</u>	<u>-</u>	<u>454,600</u>	<u>1,911,473</u>
Total	<u><u>\$ 12,037,535</u></u>	<u><u>\$ 1,227,512</u></u>	<u><u>\$ 6,122,009</u></u>	<u><u>\$ 7,143,038</u></u>

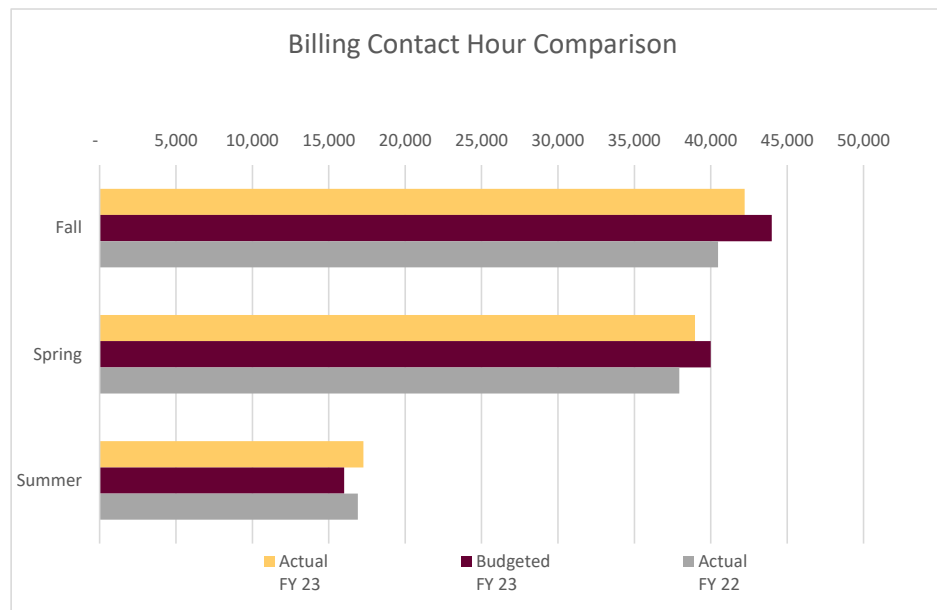
Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College
Cash and Investments by Fund - FY 23
June 30, 2023
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Auxiliary Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash											
Petty Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,403	\$ 4,403
Cash-Comerica Bank Pooled	(10,490,162)	45,716	834,559	-	63,445	-	17,561	6,507,202	2,245,296	(23,583)	(799,966)
Cash-Comerica Sweep Acct	-	-	-	-	-	-	-	-	-	-	-
Cash-Comerica Federal Funds	-	-	932,683	-	-	-	-	-	-	-	932,683
VISA Account	682,050	-	-	-	-	-	-	-	-	5,095	687,145
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	77,508	-	693,000	-	-	-	-	-	-	-	770,508
Cash-Comerica State Wire	2,923,377	-	2,141	-	-	-	-	-	-	523,272	3,448,790
Cash-Payroll	3,649,930	-	(3,077,349)	-	(240,824)	(333,560)	-	-	-	-	(1,803)
County National Bank	517,272	-	83,959	-	-	-	-	-	-	-	601,231
Ref Pay	836	-	-	-	-	-	-	-	-	-	836
Cultural Affairs Checking	(261)	-	-	-	-	-	-	-	-	-	(261)
MNJTP	-	-	-	-	531,890	-	-	-	-	-	531,890
U.S. Government Bonds	-	3,546,115	-	-	-	-	-	-	-	-	3,546,115
MILAF	2,000,000	8,883,531	-	-	-	-	-	-	-	-	10,883,531
	(639,450)	12,475,362	(531,007)	-	354,511	(333,560)	17,561	6,507,202	2,245,296	509,187	20,605,102
Investments											
Common Stock	-	-	-	-	-	-	16,793	-	-	-	16,793
Total cash and investments	<u>\$ (639,450)</u>	<u>\$ 12,475,362</u>	<u>\$ (531,007)</u>	<u>\$ -</u>	<u>\$ 354,511</u>	<u>\$ (333,560)</u>	<u>\$ 34,354</u>	<u>\$ 6,507,202</u>	<u>\$ 2,245,296</u>	<u>\$ 509,187</u>	<u>\$ 20,621,895</u>

Jackson College
Billing Contact Hours
June 30, 2023
Preliminary - Unaudited

	Budgeted FY 23	Actual FY 23	Actual Percentage	Actual FY 22	Prior Year Percentage
Semester:					
Fall	44,000	42,226	96.0%	40,474	104.3%
Spring	40,000	38,965	97.4%	37,936	102.7%
Summer	16,000	17,269	107.9%	16,894	102.2%
Total	100,000	98,460	98.5%	95,303	103.3%



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:
9.0 Information Requested by the Board 9.2 Next Regular Board Meeting Topics – September 11, 2023 <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
Description:
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (September 11, 2023). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> • Policy Review: EL-01 Treatment of Students • Policy Review: EL-02 Treatment of Staff • Policy Review: BCD-01 Unity of Control • Policy Review: GP-05 Role of Vice Chair • Policy Review: GP-08 Board & Committee Expenses • Interpretations Review: EL-01 Treatment of Students • Interpretations Review: EL-02 Treatment of Staff • Survey Results Review: BCD-03 Delegation to CEO • Survey Results Review: BCD-04 Monitoring CEO Performance • Board Consideration: State Required Best Practices Resolution • ACCT Annual Congress Preparations (October 9-12, 2023) <p>Please feel free to offer other agenda items at this point on the agenda.</p>
Resource Impact:
None
Requested Board Action:
Review of currently anticipated topics.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

Subject to be Discussed and Policy Reference:
10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 10.1 Principles of Policy Governance <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:
<p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.</p> <p>https://governforimpact.org/resources/principles-of-policy-governance.html</p>
Resource Impact:
None
Requested Board Action:
Define particular areas for improvement in the governance process.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023



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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 14, 2023

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

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