

# Jackson College Board of Trustees Meeting

Regular Meeting

September 11, 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.**

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: September 11, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
5:45pm Board Dinner [No Board discussion/decisions] <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> <a href="#">Open Meetings Act – Act 267 of 1976</a></p>
<b>Description:</b>
In accordance with the <a href="#">Michigan's Open Meetings Act (OMA)</a> , 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present.  As further clarified in the <a href="#">Open Meetings Act Handbook</a> , 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," <sup>28</sup> 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.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Board members partake in a purely social dinner gathering, prior to the regular Board meeting.
<b>Action Taken:</b>



## **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 – 12<sup>th</sup> 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: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
1.0 Call to Order & Pledge of Allegiance of the United States <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order
<b>Description:</b>
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".
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Come to order, stand, and recite the Pledge of Allegiance to the United States.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
2.0 Adoption of Minutes 2.1 Regular Board Meeting of 08.14.23  <p style="margin-left: 40px;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<b>Description:</b>
Attached are the minutes of the most recent regular 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.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of the minutes for approval to the formal record of the Board.
<b>Action Taken:</b>



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

Jackson College

Central Campus, George E. Potter Center, 2<sup>nd</sup> Floor,  
Boardroom

08.14.23

### **[DRAFT & UNOFFICIAL]**

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 08.14.23, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2<sup>nd</sup> Floor, Boardroom.

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

*Board Member Absence:* None

*Others Present Include:* Dr. Daniel Phelan, Ms. Cindy Allen, Dr. Todd Butler, Mr. Keith Everett Book, Ms. Kelly Holden-Selby, Mr. Jonathon Marowelli, Ms. Janel Elenbaas, Ms. Monica Pierce, Mr. Mohammed Sanyang, and Ms. Dharyayna Pierce.

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

#### **ADOPTION OF MINUTES**

The draft minutes of the Special Meeting of the Board of Trustees on 07.17.23 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

#### **DECLARATION OF CONFLICT OF INTEREST**

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

#### **OWNERSHIP LINKAGE**

##### *PUBLIC COMMENTS:*

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

Kelly Holden-Kelby expressed her dissatisfaction with the near conclusion of the Ready Set Jet pilot program, a pilot program from which her 'mentee child had benefitted, and her appreciation that it will carry on with this cohort. She also described first- and third-hand knowledge of concerns with campus security, hospitality, and inclusivity on the Central Campus of Jackson College.

Ready Set Jet Mentor Dharyayna Pierce and her mother Monica Pierce both thanked those involved for ensuring the current cohort of Ready Set Jet Mentors will continue their work in the pilot program.

Monica Pierce praised the Ready Set Jet Mentors for their commitment to the continuation of the pilot program. She also described a need for additional, inclusive security and greeters on the Central Campus of Jackson College.

**BOARD COMMENTS:**

Chairperson Crist thanked the speaking public for their comments and assured them that their comments will be taken into consideration.

Vice-Chairperson Patterson confirmed with Monica Pierce that her concerns with the Ready Set Jet pilot program have been fully addressed, and assured the speaking public that their areas of concern are shared and will be addressed.

Trustee Barnes expressed his disappointment in the near conclusion of the Ready Set Jet pilot program.

Trustee Simpson expressed his appreciation for the public comments, especially when there are security concerns. He assured the speaking public that Jackson College is committed to keeping students, employees, and community members safe.

Trustee Lake shared her appreciation of the recent MCCA Summer Conference that she attended in Traverse City, MI, with fellow Board members Vice-Chairperson Patterson and Trustee Hoffman. Vice-Chairperson Patterson agreed that it was one of the better MCCA conferences she has attended, describing that it kept her engaged the entire time, was well-organized, had a well-aligned agenda, and had good speakers. Trustee Hoffman shared that in the future, if offered, he would like advanced copies of the relevant books written by the speakers.

**OWNERSHIP LINKAGE COMMITTEE STATUS:**

No comments.

**ITEMS FOR DECISION**

**GOVERNANCE PROCESS ITEMS: Bylaws – Review**

The Board's Bylaws were reviewed by the Board for their regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE BYLAWS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*GOVERNANCE PROCESS ITEMS: Board-CEO Delegation: BCD-03 Delegation to CEO*

The Board's Board-CEO Delegation policy BCD-03 Delegation to the CEO was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

**MOTION BY TRUSTEE LAKE TO APPROVE POLICY BCD-03 DELEGATION TO THE CEO AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*GOVERNANCE PROCESS ITEMS: Board-CEO Delegation: BCD-04 Monitoring CEO Performance*

The Board's Board-CEO Delegation policy BCD-04 Monitoring CEO Performance was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Simpson, Trustee Lake, and CEO Phelan proposed amendments for the Board's consideration.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE POLICY BCD-04 MONITORING CEO PERFORMANCE AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: Adrian Building Resolution*

This agenda item was deferred to the September 11, 2023, Regular Board meeting as the actual resolution, and related property conveyance documents were not received in time for this Board meeting. At the September 11, 2023, regular Board meeting, the Board will consider a resolution for the State Building Authority (SBA), notifying same that the Board willingly commits to the complete responsibility of the building from the State of Michigan. (NOTE: The SBA has technically owned the building until the construction bonds were retired – which now has been done). Once the Board approves this resolution, CEO Phelan can work with colleagues at the LISD to advance the sale of the facility. Once in the possession of the LISD, Jackson College will enter into a rental agreement for classroom and office space in the building as area demand indicates.

## **MONITORING CEO PERFORMANCE**

*MONITORING CEO PERFORMANCE: EL-00 General Executive Constraint – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-00 General Executive Constraint indicating Full Compliance according to his previously approved interpretations.

**MOTION BY VICE-CHAIRPERSON PATTERSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 00 GENERAL EXECUTIVE CONSTRAINT AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*MONITORING CEO PERFORMANCE: EN-01 Board's ENDS – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EN-01 Board's ENDS indicating Full Compliance according to his previously approved interpretations.

He also reminded the Board that upon the review of the ENDS policy itself in the next cycle (i.e., June 2024) the policy pre-review committee will bring forward for consideration a new ENDS policy approach with the current ENDS policy distributed into three separate ENDS policies. Doing so should provide a clearer focus for the Board's review.

Chairperson Crist expressed his agreement that breaking the policy up into smaller sections would be helpful for monitoring purposes.

Trustee Barnes requested that future monitoring of this report reflect what *increase* there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.

CEO Phelan shared the College's commitment to be in the top 10% of FTIAC IPEDS data in Michigan with a completion rate of 40% within 3 years.

**MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EN-01 BOARD'S ENDS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:*

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

**MONITORING BOARD PERFORMANCE**

*MONITORING BOARD PERFORMANCE: Governance Process: GP-09 Board Code of Conduct – Survey Results Review:*

Chairman Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-09 Board Code of Conduct. Brief discussion ensued as full compliance was mutually agreed upon.

The Board expressed appreciation for the added choices within the survey of "N/A" and "Not yet experienced by the Board".

**INFORMATION REQUEST BY THE BOARD**

*FY'23 Q4 Financial Report:*

CEO Phelan reviewed highlights of the FY'23 Q4 Financial Report. He noted that this is an unaudited financial report. The FY'23 Audit Report will be presented at the October 16, 2023, Board meeting.

*Next Board Meeting Topics – September 11, 2023:*

CEO Phelan provided the members with a portend of items that are to come at the 09.11.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- 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
- Board Consideration: CEO's Contract
- ACCT Annual Congress Preparations (October 9-12, 2023)
- Adrian Building Resolution
- 8.14.23 Board Meeting Public Comment Follow-up

A discussion of the Board's expectations for the September 11<sup>th</sup> Regular Board meeting ensued. At said meeting, CEO Phelan will offer the following:

1. An overview of the Ready Set Jets pilot program experience to date.
2. Learnings from that experience, particularly as they apply to applicable Board policies.
3. What has been put in place going forward.

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

#### *Principles of Policy Governance:*

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

### **MEETING CONTENT REVIEW**

Trustees expressed that the content was sufficient.

### **ADJOURN**

**MOTION BY TRUSTEE HOFFMAN "To adjourn."**

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

Meeting Adjourned at 7:34pm ET.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
3.0 Declaration of Conflict of Interest*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
<b>Description:</b>
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.  Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.  A roll call vote is required for this item.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Ownership Linkage 4.1 Public Comments (limit of 5 minutes per person)  <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
<b>Description:</b>
<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 should read the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:</p> <p><b><i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></b></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from persons wishing to address the Board.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Ownership Linkage 4.2 Board & CEO Comments  <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
<b>Description:</b>
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.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive non-action item comments from members and/or the CEO.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: September 11, 2023

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.1 Governance Process 5.1.1 BCD-01 Unity of Control – Policy Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-01 Unity of Control</p>
<b>Description:</b>
Enclosed for its regularly scheduled review is policy BCD-01. Chairperson Crist, Trustee Hoffman, Vice-Chairperson Patterson, and I are recommending minor clarifying changes for your consideration.  The enclosed version tracks the recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of amendments to policy BCD-01 Unity of Control.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** BOARD-CEO DELEGATION

**Policy Title:** Unity of Control

**Policy Number:** BCD-01

**Date Adopted:** 05.11.20

**Version:** 1.0

**Date Last Reviewed:** 09.12.22

**Responsible Party:** Chief Governance Officer

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

### GLOBAL BOARD-CEO DELEGATION STATEMENT:

Only officially passed motions of the Board are binding on the CEO.

1. Decisions or instructions of individual Trustees, officers or committees ~~are not~~shall not be binding on the CEO.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the CEO ~~can~~may refuse such requests that require in the CEO's opinion, a material amount of staff time, other resources or is deemed disruptive.
3. Only the Board acting as a body politic ~~can~~may employ, terminate, discipline, or change the conditions of employment of the CEO.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.1 Governance Process 5.1.2 GP-05 Role of Vice Chair – Policy Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-05 Role of Vice Chair</p>
<b>Description:</b>
Enclosed for its regularly scheduled review is policy GP-05. Chairperson Crist, Trustee Hoffman, Vice-Chairperson Patterson, and I do not have any recommended changes for your consideration at this time.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of policy GP-05 Role of Vice Chair.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** GOVERNANCE PROCESS

**Policy Title:** Role of the Vice Chair

**Policy Number:** GP 05

**Date Adopted:** 06.08.20

**Version:** 1.0

**Date Last Reviewed:** 09.12.22

**Responsible Party:** Chief Governance Officer

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

### GLOBAL GOVERNANCE PROCESS STATEMENT:

The Jackson College Board Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties and powers as the Board may specify.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>5.0 Items for Decision</p> <p style="padding-left: 20px;">5.1 Governance Process</p> <p style="padding-left: 40px;">5.1.3 GP-08 Board &amp; Committee Expenses – Policy Review*</p> <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-08 Board &amp; Committee Expenses</p>
<b>Description:</b>
<p>Enclosed for its regularly scheduled review is policy GP-08. Chairperson Crist, Trustee Hoffman, Vice-Chairperson Patterson, and I are recommending minor clarifying changes for your consideration.</p> <p>The enclosed version tracks the recommended changes.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of amendments to policy GP-08 Board & Committee Expenses .
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** GOVERNANCE PROCESS

**Policy Title:** Board and Committee Expenses

**Policy Number:** GP 08

**Date Adopted:** 06.08.20

**Version:** 1.0

**Date Last Reviewed:** 06.08.20

**Responsible Party:** Chief Governance Officer

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

### GLOBAL GOVERNANCE PROCESS STATEMENT:

As provided by law 389.112 of Part 2, Chapter 11 of the Community College Act of 1966, the Jackson College Board of Trustees shall not receive any compensation for services rendered, but may be reimbursed for reasonable expenses incurred in the conduct of their Board duties. This may includes, but is not limited to, all Board and Board committee meetings, conferences, professional development activity, as well as any meeting attended at the direction of the Board, or at the request of the CEO.

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.2 Executive Limitations 5.2.1 EL-01 Treatment of Learners – Policy Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners</p>
<b>Description:</b>
Attached for its regularly scheduled review is policy EL-01. Chairperson Crist, Trustee Hoffman, Vice-Chairperson Patterson, and I are recommending clarifying changes for your consideration.  The enclosed version tracks the recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of amendments to policy EL-01 Treatment of Learners.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Treatment of Learners

**Policy Number:** EL 01

**Date Adopted:** 11.11.19

**Version:** 1.0

**Date Last Reviewed:** 9.12.22

**Responsible Party:** Chief Governance Officer

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

### GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, unfair/inequitable, disrespectful, or unnecessarily intrusive.

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

1. Permit learners and others who use College property and equipment to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
  - 1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
2. Deliver programs in a manner that is insensitive to learners' culture.
3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
  - 3.1. Use forms or procedures that elicit information for which there is no clear necessity.
  - 3.2. Use methods of collecting, reviewing, storing or transmitting learner information that inadequately-reasonably protect against improper access to personal information.

4. Permit admission, registration, evaluation, or recognition processes that treat learners ~~unfairly~~inequitably.
5. Permit ~~unfair~~inequitable, inconsistent or untimely handling of learner complaints.
  - 5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.
6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.
  - 6.0.6.1. Permit learners participating in short-term programs (including, but not limited to College pilot and exploratory programs and services, short-term grant funded programs, short-term financial aid programs, and emergency response programs) to be without written acknowledgment of the short-term nature of the program, its expectations and contingencies.
7. Retaliate against any learner for non-disruptive expression of dissent.
8. Permit decisions affecting learners to be taken without appropriate notification to learners.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.2 Executive Limitations 5.2.2 EL-02 Treatment of Staff – Policy Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff</p>
<b>Description:</b>
Attached for its regularly scheduled review is policy EL-02. Chairperson Crist, Trustee Hoffman, Vice-Chairperson Patterson, and I are recommending clarifying changes for your consideration.  The enclosed version tracks the recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of amendments to policy EL-02 Treatment of Staff.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Treatment of Staff

**Policy Number:** EL 02

**Date Adopted:** 11.11.19

**Version:** 1.0

**Date Last Reviewed:** 4.11.22

**Responsible Party:** Chief Governance Officer

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

### GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is ~~unfair/inequitable~~, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

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

1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.
  - 1.1. Permit staff to be without adequate protection from harassment and bias.
  - 1.2. Permit staff to be uninformed of the performance standards by which they will be assessed.
2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.
3. Retaliate against any staff member for non-disruptive expression of dissent.
4. ~~Allow staff to be unprepared to deal with emergency situations.~~
5. Permit staff to be without reasonable opportunity for professional growth and development.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.2 Executive Limitations 5.2.3 EL-01 Treatment of Learners – Interpretations Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners</p>
<b>Description:</b>
Enclosed for their regularly scheduled review are my interpretations for policy EL-01 Treatment of Learners.  I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of accepting or not accepting my interpretations for policy EL-01 Treatment of Leaners as demonstrating a reasonable interpretation of the policy.
<b>Action Taken:</b>



# Jackson College Board of Trustees

## Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 9.11.23

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

**POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, unfair, inequitable, disrespectful, or unnecessarily intrusive.**

### INTERPRETATION:

I declare full compliance with this policy statement unless specified within the following report.

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

- 1. Permit learners and others who use College property and equipment to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency. Specifically, these policies are:
  - a. Tobacco Free Environment 1715.
  - b. Threats and Violence 2609.
  - c. Learner Rights, Responsibilities and Code of Conduct 2701.

- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii) *College maintains copies of any SDS that are received with incoming shipments of the sealed containers of hazardous chemicals, The College obtains a safety data sheet as soon as possible for sealed containers of hazardous chemicals received without a SDS. The College shall ensure that the safety data sheets are readily accessible during each work shift to employees when they are in their work area(s)*".
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website. Additionally, Institutions of Higher Education (IHEs) receiving Federal funds or financial assistance are required to maintain programs which prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by learners and employees.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years. This meets the requirement of Clery Act that colleges and universities publish a Campus Crime Annual Report.
- g) A pandemic plan is current and accessible on the College's website together with the most up to date information on COVID-19 for learners and employees. All pandemic related efforts, including prototyping and reintroduction of College activities are reviewed by the College's Reintegration Task Force (RTF), and subsequently by the College's Leadership Council.
- h) Learners and employees have easy access system which communicates campus closings and cancellations due to weather or other emergency situations and are aware of how to access the system.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) Mental and physical health services, through Family Services & Children's Aid, and Henry Ford Jackson Hospital respectively, provide related services for all learners and employees.

This interpretation is reasonable because it ensures compliance with some key legal requirements to ensure the safety of all who are on campus.

**1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a Sexual Discrimination/Harassment Policy which is accessible to learners and employees that is reviewed every two years, including legal review.
- b) An Incident Reporting Form and anonymous tip line are available to learners to report issues of harassment and is easily accessible.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator and their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The annual federal filing of the Clery Act report includes a report of all harassment incidents.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements required by the Clery Act and it is consistent with College's zero tolerance focus.

**2. Deliver programs in a manner that is insensitive to learners' culture.**

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available equity training, cultural training and ongoing professional development to all employees.
- b) The Chief Diversity Officer ensures the curriculum is unbiased, is inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities. This helps the College to better serve these diverse populations, and encourages a more welcoming institution. These affinity groups include African American, LatinX, Asian/Pacific Islander, LGBTQIA+, Elder & Faith. The LGBTQIA+ and Elder liaison positions are currently posted.

e)d) The interpretation is reasonable because the processes reflect best

practices and current thinking and research.

**3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.**

INTERPRETATION

Compliance will be demonstrated when:

- a) A policy is in place and current (reviewed every two years) that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements and is a required training for new employees.

**3.1. Use forms or procedures that elicit information for which there is no clear necessity.**

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary reason to do so as outline in policy 2801 Access to Learner Information policy.
- b) Internal forms that undergo content change are reviewed by respective committees.

The interpretation is reasonable because it ensures compliance with the College's policy, which meets legal requirements.

**3.2. Use methods of collecting, reviewing, storing or transmitting learner information that ~~inadequately~~ reasonably protects against improper access to personal information.**

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access. These practices are defined through policy 1614 Information Security.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards and that external audit provides transparency and helps systematically review the colleges policies and practices to identify any potential security issues.

**4. Permit admission, registration, evaluation, or recognition processes that treat learners unfairly/inequitably.**

**INTERPRETATION**

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where learners feel they have been unfairly/inequitably graded with successive levels of complaint.
- b) The College offers a wide variety of recognition methods which celebrate our learners' differences. These include the Kente Celebration, Ready Set Jet ceremony, academic achievement celebration, Phi Theta Kappa honors, outstanding learner award, learner excellence awards, and academic and athletics scholarships.

The interpretation is reasonable because it identifies intentional actions which are consistent with the philosophical foundation in College's Equity statement.

**5. Permit unfair/inequitable, inconsistent or untimely handling of learner complaints.**

**INTERPRETATION**

Compliance will be demonstrated when

- a) A timeline that is prescribed for non-academic and financial aid appeals is in place and these timelines are included in the respective forms.
- b) Regarding academic complaints, the faculty follow a process that is outlined online.

The interpretation is reasonable because timelines are provided for learners.

**5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.**

**INTERPRETATION**

Compliance will be demonstrated when:

- a) College employs a fulltime Learner Resolution Advocate whose identity and contact information are on the website and accessible by learners.
- b) Academic Complaint, Financial Aid Appeal and Non-Academic Appeal forms are accessible online with timelines
- c) Learner Appeals policy and processes are reviewed every two years.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges and are subject to a third-party audit that verifies their appropriateness.

**6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.**

## INTERPRETATION

Compliance will be demonstrated when:

- a) The Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website and reviewed every year.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

6.1 Permit learners participating in short-term programs (including, but not limited to College pilot and exploratory programs and services, short-term grant funded programs, short-term financial aid programs, and emergency response programs) to be without written acknowledgment of the short-term nature of the program, its expectations and contingencies.

## INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged the short-term program and service structures stating that they understand the program's limitations, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

## **7. Retaliate against any learner for non-disruptive expression of dissent.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a Demonstrations Policy in place and up to date that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

## **8. Permit decisions affecting learners to be taken without appropriate notification to learners.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains Learner Consumer Information as required by the Higher

Education Opportunity Act of 2008 and notifies learners three times per academic year that this information is available.

- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication to include a weekly announcement sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



# Jackson College Board of Trustees

## Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 9.11.23

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

**POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.**

### INTERPRETATION:

I declare full compliance with this policy statement unless specified within the following report.

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

- 1. Permit learners and others who use College property and equipment to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect learners from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College's web page, which are reviewed every two years to ensure relevancy and currency. Specifically, these policies are:
  - a. Tobacco Free Environment 1715.
  - b. Threats and Violence 2609.
  - c. Learner Rights, Responsibilities and Code of Conduct 2701.

- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii) *College maintains copies of any SDS that are received with incoming shipments of the sealed containers of hazardous chemicals, The College obtains a safety data sheet as soon as possible for sealed containers of hazardous chemicals received without a SDS. The College shall ensure that the safety data sheets are readily accessible during each work shift to employees when they are in their work area(s)*".
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website. Additionally, Institutions of Higher Education (IHEs) receiving Federal funds or financial assistance are required to maintain programs which prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by learners and employees.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years. This meets the requirement of Clery Act that colleges and universities publish a Campus Crime Annual Report.
- g) A pandemic plan is current and accessible on the College's website together with the most up to date information on COVID-19 for learners and employees. All pandemic related efforts, including prototyping and reintroduction of College activities are reviewed by the College's Reintegration Task Force (RTF), and subsequently by the College's Leadership Council.
- h) Learners and employees have easy access system which communicates campus closings and cancellations due to weather or other emergency situations and are aware of how to access the system.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) Mental and physical health services, through Family Services & Children's Aid, and Henry Ford Jackson Hospital respectively, provide related services for all learners and employees.

This interpretation is reasonable because it ensures compliance with some key legal requirements to ensure the safety of all who are on campus.

**1.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College has a Sexual Discrimination/Harassment Policy which is accessible to learners and employees that is reviewed every two years, including legal review.
- b) An Incident Reporting Form and anonymous tip line are available to learners to report issues of harassment and is easily accessible.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator and their contact information is easily accessible to learners.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The annual federal filing of the Clery Act report includes a report of all harassment incidents.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements required by the Clery Act and it is consistent with College's zero tolerance focus.

**2. Deliver programs in a manner that is insensitive to learners' culture.**

**INTERPRETATION**

Compliance will be demonstrated when:

- a) The College delivers or makes available equity training, cultural training and ongoing professional development to all employees.
- b) The Chief Diversity Officer ensures the curriculum is unbiased, is inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities. This helps the College to better serve these diverse populations, and encourages a more welcoming institution. These affinity groups include African American, LatinX, Asian/Pacific Islander, LGBTQIA+, Elder & Faith. The LGBTQIA+ and Elder liaison positions are currently posted.
- d) The interpretation is reasonable because the processes reflect best practices

and current thinking and research.

**3. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.**

INTERPRETATION

Compliance will be demonstrated when:

- a) A policy is in place and current (reviewed every two years) that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements and is a required training for new employees.

**3.1. Use forms or procedures that elicit information for which there is no clear necessity.**

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary reason to do so as outline in policy 2801 Access to Learner Information policy.
- b) Internal forms that undergo content change are reviewed by respective committees.

The interpretation is reasonable because it ensures compliance with the College's policy, which meets legal requirements.

**3.2. Use methods of collecting, reviewing, storing or transmitting learner information that reasonably protects against improper access to personal information.**

INTERPRETATION

Compliance will be demonstrated when:

- a) Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access. These practices are defined through policy 1614 Information Security.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards and that external audit provides transparency and helps systematically review the colleges policies and practices to identify any potential security issues.

**4. Permit admission, registration, evaluation, or recognition processes that treat learners inequitably.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where learners feel they have been inequitably graded with successive levels of complaint.
- b) The College offers a wide variety of recognition methods which celebrate our learners' differences. These include the Kente Celebration, Ready Set Jet ceremony, academic achievement celebration, Phi Theta Kappa honors, outstanding learner award, learner excellence awards, and academic and athletics scholarships.

The interpretation is reasonable because it identifies intentional actions which are consistent with the philosophical foundation in College's Equity statement.

**5. Permit inequitable, inconsistent or untimely handling of learner complaints.**

INTERPRETATION

Compliance will be demonstrated when

- a) A timeline that is prescribed for [non-academic](#) and [financial aid](#) appeals is in place and these timelines are included in the respective forms.
- b) Regarding academic complaints, the faculty follow a process that is outlined [online](#).

The interpretation is reasonable because timelines are provided for learners.

**5.1. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.**

INTERPRETATION

Compliance will be demonstrated when:

- a) College employs a fulltime Learner Resolution Advocate whose identity and contact information are on the website and accessible by learners.
- b) Academic Complaint, Financial Aid Appeal and Non-Academic Appeal forms are accessible online with timelines
- c) Learner Appeals policy and processes are reviewed every two years.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges and are subject to a third-party audit that verifies their appropriateness.

**6. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) The Learner Rights, Responsibilities and Code of Conduct Policy is accessible on website and reviewed every year.
- b) There is standardized communication to new learners regarding the Learner Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

**6.1 Permit learners participating in short-term programs (including, but not limited to College pilot and exploratory programs and services, short-term grant funded programs, short-term financial aid programs, and emergency response programs) to be without written acknowledgment of the short-term nature of the program, its expectations and contingencies.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) All learner participants have signed and acknowledged the short-term program and service structures stating that they understand the program's limitations, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.

**7. Retaliate against any learner for non-disruptive expression of dissent.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a Demonstrations Policy in place and up to date that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

**8. Permit decisions affecting learners to be taken without appropriate notification to learners.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains Learner Consumer Information as required by the Higher

Education Opportunity Act of 2008 and notifies learners three times per academic year that this information is available.

- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication to include a weekly announcement sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.2 Executive Limitations 5.2.4 EL-02 Treatment of Staff – Interpretations Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff</p>
<b>Description:</b>
Enclosed for their regularly scheduled review are my interpretations for policy EL-02 Treatment of Staff.  I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of accepting or not accepting my interpretations for policy EL-02 Treatment of Staff as demonstrating a reasonable interpretation of the policy.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Interpretations Assessment: EL – 02 Treatment of Staff

Report Date: 09.11.23

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

#### **POLICY STATEMENT:**

With respect to treatment of staff, employees, consultants, independent contractors and volunteers, the President/CEO shall not cause, or allow, a workplace environment that is **unfair****inequitable**, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

#### INTERPRETATION:

I report full compliance with this policy statement and subsequent policy subsections noted below.

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

- 1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) Human Resource policies and procedures clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges.

- 2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the MEA and Jackson College, or as deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

- 3. Retaliate against any staff member for non-disruptive expressions of dissent.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with HR, the College Attorney, nor any tips on the anonymous 411 line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

- ~~4.— Allow staff to be unprepared to deal with emergency situations.~~

INTERPRETATION

~~Compliance will be demonstrated when:~~

- ~~a) Critical Incident Team (CIT) members regularly participate and command knowledge from table-top simulations of possible emergencies.~~
- ~~b) Minimally, annually, Employee Convocations consist of emergency-preparedness presentations from content experts.~~

- ~~e) Security will participate in new employee orientation, sharing emergency protocols, including security's phone number on the back of ID cards.~~
- ~~d) Weekly employee newsletters and special live video and communications directly from the President on quickly changing landscape situations such as pandemics, fires, cyber security concerns, etc.~~

~~This is a reasonable interpretation because internal verification is provided.~~

**5-4. Permit staff to be without reasonable opportunity for professional growth and development.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All employees have access to ~~several~~ appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual staff, based on their needs.
- d) HR offers the Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.

I believe these to be a reasonable interpretation because- the practices have been developed over time with experience and with reference to practices by other Colleges, and the internal verification that is provided.



# Jackson College Board of Trustees

## Interpretations Assessment: EL – 02 Treatment of Staff

Report Date: 09.11.23

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

### **POLICY STATEMENT:**

**With respect to treatment of staff, employees, consultants, independent contractors and volunteers, the President/CEO shall not cause, or allow, a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.**

### INTERPRETATION:

I report full compliance with this policy statement and subsequent policy subsections noted below.

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

- 1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**

### INTERPRETATION:

Compliance will be demonstrated when:

- Human Resource policies and procedures clarify expectations and working conditions, and they are available to all employees.
- There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- All employees have clear and measurable performance goals each year.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges.

**2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the MEA and Jackson College, or as deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

**3. Retaliate against any staff member for non-disruptive expressions of dissent.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with HR, the College Attorney, nor any tips on the anonymous 411 line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

**4. Permit staff to be without reasonable opportunity for professional growth and development.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual staff, based on their needs.
- d) HR offers the Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.

I believe these to be a reasonable interpretation because the practices have been developed over time with experience and with reference to practices by other Colleges, and the internal verification that is provided.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Items for Decision 5.2 Executive Limitations 5.2.5 Adrian Building Resolution*  ( <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
<b>Description:</b>
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 technically owns the building until the construction bonds were retired – which now has been completed). 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...
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Approve the Board’s complete responsibility of the Adrian Campus building from the State of Michigan.
<b>Action Taken:</b>



STATE OF MICHIGAN  
STATE BUILDING AUTHORITY  
LANSING

GRETCHEN WHITMER  
GOVERNOR

ANDREW BOETTCHER  
EXECUTIVE DIRECTOR

August 24, 2023

Mr. Dan Phelan  
President  
Jackson College  
2111 Emmons Road  
Jackson, MI 49201

Dear Mr. Phelan:

As a result of savings achieved through the State Building Authority's 2023 Series II bond issue, the lease associated with the Jackson College Lenawee Extension Center has been canceled. The College is now eligible to request a reconveyance of the property which was deeded to the Authority by the College pursuant to the project financing and underlying Lease. In order to accomplish this result, the Authority will need a formal request for reconveyance from the College.

For your convenience, a form of resolution providing for the request and other requirements of the Lease precedent to the reconveyance is enclosed. Please note that you will need to complete the information in the resolution as to the officers who will be authorized to execute the documents. Also note pursuant to the Lease, in order to release the property, it will be necessary to provide a \$1.00 payment in the form of a check made payable to the State of Michigan, as the nominal consideration to the Authority. After your governing body has passed the resolution, please have the enclosed form of certificate regarding the resolution completed and return to the Authority's office with the \$1.00 payment.

A quitclaim deed to reconvey the property is also enclosed. Please review and verify the applicable legal description(s). If any revisions to the quitclaim deed are necessary, please return the deed with the resolution and certificate regarding resolution. Upon receipt, the Authority will make any necessary revisions to the quitclaim deed and return the deed to you. Once the deed has been revised, or if no revisions are necessary, please have the deed signed by an authorized officer, notarized and returned to the Authority for recording. In order to record the deed,



Page 2

the Authority will need a check made payable to Jackson County Register of Deeds in the amount of \$30.00. After recording, the original recorded deed will be returned to you.

If you have any questions, please feel free to contact me at (517) 526-2046.

Sincerely,

A handwritten signature in cursive script that reads "TeAnn M. Smith".

TeAnn M. Smith  
Financial Specialist  
State Building Authority

Enclosures

c: Alan J. Lambert  
Assistant Attorney General

A RESOLUTION OF THE BOARD OF TRUSTEES  
OF JACKSON COLLEGE REQUESTING CONVEYANCE  
OF PROPERTY FOR THE LENAWEE EXTENSION CENTER AND ACCEPTING  
OBLIGATIONS FOR THE FACILITIES

A RESOLUTION of the Board of Trustees of Jackson College (the “Educational Institution”) requesting and approving the conveyance of property and to provide matters relating thereto.

WHEREAS, the State Building Authority (the “Authority”), a statutory body corporate created under provisions of 1964 PA 183, as amended, is authorized to acquire, construct, furnish, equip, own, improve, enlarge, operate, mortgage and maintain buildings, necessary parking structures or lots and facilities and sites therefore for use by the State or any of its agencies including institutions of higher education created pursuant to Sections 5, 6 and 7 of Article VIII of the Michigan Constitution of 1963; and

WHEREAS, the Educational Institution has been created and is maintained pursuant to Sections 7 of Article VIII of the Michigan Constitution of 1963; and

WHEREAS, the Authority has previously acquired the Lenawee Extension Center and the site upon which it was constructed (the Lenawee Extension Center and the site together are the “Facilities”) and the Authority leased the Facilities to the Educational Institution and the State of Michigan (the “State”) pursuant to a lease dated as of January 1, 2005, as amended (the “Lease”); and

WHEREAS, under the terms of the Lease, the Authority agreed to convey title to the Facilities to the Educational Institution upon request by the Educational Institution after the Bonds which financed the Facilities (the “Bonds” as defined in the Lease) and any additional bonds or other obligations as provided in the Lease are paid in full or provision for the payment thereof is made as provided in the Lease for consideration of one (\$1.00) Dollar and the assumption by the Educational Institution of all monetary obligations and legal responsibilities for the operation and maintenance of the Facilities; and

WHEREAS, the Bonds have been paid in full and all conditions established by the Lease as conditions precedent to conveyance of title to the Facilities by the Authority to the Educational Institution have occurred.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE EDUCATIONAL INSTITUTION THAT:

1. The Educational Institution hereby requests that the Authority convey title to the Facilities by Quitclaim Deed to the Educational Institution.

2. The consideration for the conveyance of the Facilities shall be one (\$1.00) Dollar and the assumption by the Educational Institution of all monetary obligations and legal responsibilities for the operation and maintenance of the Facilities.

3. The conveyance of the Facilities pursuant to the terms and conditions set forth above is approved and each of the \_\_\_\_\_ and \_\_\_\_\_ of the Educational Institution is authorized and directed to execute any documents to accomplish the conveyance in such form as may be requested by the Authority and approved by counsel for the Educational Institution.

4. All ordinances, resolutions and orders or parts thereof in conflict with this resolution are, to the extent of such conflict, repealed.

5. This resolution shall be effective immediately upon its adoption.

2023-0382897-A/SBA Jackson CC Lenawee Ext Center/Resolution

EXHIBIT A

Jackson Community College  
Lenawee Extension Center

Legal Description

All that part of the southwest  $\frac{1}{4}$  of section 25, T6S (recorded as T2S), R3E, described as beginning 1745.16 ft. N0°57'20"W along the west line of said section 25 and 210.44 ft. N89°58'57"E from the southwest corner of said section 25, thence N00°01'03"W 20.00 ft., thence N89°58'57"E 123.75 ft., thence N00°01'03"W 439.00 ft., thence N89°58'57"E 429.19 ft. (recorded as 29.19ft.), thence S00°01'03"E 204.00 ft., thence S89°58'57"W 125.86 ft., thence S00°01'03"E 160.33 ft., thence S89°58'57"W 193.31 ft., thence S00°01'03"E 94.67 ft., thence S89°58'57"W 233.77 ft. to point of beginning.

The above parcel being more particularly described as:

A parcel of land in the SW  $\frac{1}{4}$  of section 25, T6S, R3E, Adrian Township, Lenawee County, Michigan and described as commencing at the southwest corner of said section 25; thence N00°57'20"W 1745.16 feet, on the west line of said section 25; thence N89°58'57"E 210.44 feet, to the point of beginning of this description; thence N00°01'03"W 20.00 feet; thence N89°58'57"E 123.75 feet; thence N00°01'03"W 439.00 feet; thence N89°58'57"E 429.19 feet; thence S00°01'03"E 204.00 feet; thence S89°58'57"W 125.86 feet; thence S00°01'03"E 160.33 feet; thence S89°58'57"W 193.31 feet; thence S00°01'03"E 94.67 feet; thence S89°58'57"W 233.77 feet, to the point of beginning.

EXHIBIT B

Jackson Community College  
Lenawee Extension Center

Easement Description

Commencing at the southwest corner of section 25, T6S, R3E, Adrian Township, Lenawee County, Michigan; thence  $N00^{\circ}57'20''W$  2039.20 feet, on the west line of said section 25; thence  $N89^{\circ}58'57''E$  109.72 feet, to the easterly right of way of Michigan Highway M-52 (100 feet wide) and the point of beginning and centerline of a 60.00 foot wide strip of land; thence  $N89^{\circ}58'57''E$  229.28 feet, to a point of ending. The sidelines of said 60.00 foot wide strip of land shall be shortened or lengthened to close on the easterly right of way of M-52 and/or the bonded State Building Authority parcel.

B-1

CERTIFICATE REGARDING RESOLUTION  
JACKSON COLLEGE  
LENAWEE EXTENSION CENTER

I, the undersigned, hereby certify that:

1. I am the \_\_\_\_\_ of the Board of Trustees of Jackson College, a Michigan body corporate.

2. The attached resolution is a full, true and compared copy of the Resolution of the Board of Trustees of Jackson College (the "Board" ) Requesting Conveyance of Property for the Lenawee Extension Center, Acceptance of Same and Accepting Obligations for the Facilities duly presented and adopted at a regular meeting duly called and held by said Board at Jackson, Michigan, on \_\_\_\_\_, 20\_\_, at which a quorum was present and voting.

The following were present: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

And the following were absent: \_\_\_\_\_  
\_\_\_\_\_

3. The attached resolution will be duly recorded in the minute books of the Board and is still in full force and effect.

4. Notice of the meeting at which the attached resolution was adopted was given pursuant to and in full compliance with applicable law.

\_\_\_\_\_

Dated: \_\_\_\_\_

QUITCLAIM DEED

Jackson Community College  
Lenawee Extension Center  
2005 Multi-Modal Revenue Bonds, Series I

THIS QUITCLAIM DEED is made as of \_\_\_\_\_ 1, 2023 between the STATE BUILDING AUTHORITY (the "Authority"), a public body corporate and politic, organized and existing under the authority of 1964 PA 183, as amended (the "Act"), whose address is 430 W. Allegan St., Lansing, Michigan 48922, Grantor, and JACKSON COLLEGE (the "Educational Institution"), whose address is Jackson College, 2111 Emmons Rd, Jackson, MI 49201, Grantee;

The Authority, as authorized by the Act, acquired the premises described on Exhibit A, and a perpetual nonexclusive easement appurtenant, described on Exhibit B, between a public road (now, State Highway M-52) for the purpose of leasing the premises, including facilities constructed thereon, to the Educational Institution (the premises and the facilities together are the "Facilities"), and the Authority leased the Facilities to the Educational Institution pursuant to a lease dated as of January 1, 2005 (the "Lease").

Under the terms of the Lease, the Authority agreed to convey title to the Facilities to the Educational Institution upon request by the Educational Institution after certain conditions specified in the Lease have occurred.

All conditions precedent, as established by the Lease, to conveyance of title to the Facilities by the Authority to the Educational Institution have occurred and the Educational Institution has requested the Authority convey title to the Facilities to the Educational Institution.

NOW THEREFORE, the STATE BUILDING AUTHORITY QUITCLAIMS to Jackson College the premises described on attached Exhibit A, together with all right, title and interest of the Authority in and to the premises; the access and utility easement described on the attached Exhibit B, and all the easements of record, tenements, hereditaments and appurtenances belonging or appertaining thereto for the use of the Educational Institution for the sum of One (\$1.00) Dollar, the receipt of which is acknowledged, and the assumption by the Educational Institution of all monetary obligations and legal responsibilities for the operation and maintenance of the Facilities.

This property may be located within the vicinity of farmland or a farm operation. Generally accepted agricultural and management practices which may generate noise, dust, odors, and other associated conditions may be used and are protected by the Michigan Right to Farm Act. MCL 286.471 *et seq.*

THIS INSTRUMENT IS EXEMPT FROM COUNTY AND STATE REAL ESTATE TAX PURSUANT TO MCL 207.505(h)(i) AND MCL 207.526(h)(i), RESPECTIVELY.

This deed is not given in connection with the sale of a parcel of land. Therefore, the right to divisions under Section 108 of the Land Division Act, Act No. 288 of the Public Acts of 1967 is not applicable.

IN WITNESS WHEREOF, the State Building Authority, by its Executive Director and Jackson College, by its \_\_\_\_\_, have executed this instrument as of the date written above.

STATE BUILDING AUTHORITY

By \_\_\_\_\_  
Andrew Boettcher  
Its: Executive Director

STATE OF MICHIGAN)  
)  
COUNTY OF INGHAM)

The foregoing instrument was acknowledged before me in Ingham County, Michigan this \_\_\_ day of \_\_\_\_\_ 2023, by Andrew Boettcher, as Executive Director, on behalf of the State Building Authority.

\_\_\_\_\_

Printed Name, Notary Public

\_\_\_\_\_ County, Michigan  
Acting in Ingham County, Michigan  
My Commission Expires: \_\_\_\_\_

JACKSON COLLEGE

By \_\_\_\_\_

\_\_\_\_\_  
Printed or Typed Name

Its: \_\_\_\_\_

STATE OF MICHIGAN)

)  
COUNTY OF \_\_\_\_\_)

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_  
20\_\_, by \_\_\_\_\_, as \_\_\_\_\_ on  
behalf of Jackson College.

\_\_\_\_\_

\_\_\_\_\_  
Printed Name, Notary Public

\_\_\_\_\_ County, Michigan  
Acting in \_\_\_\_\_ County, Michigan  
My Commission Expires: \_\_\_\_\_

**(Names of all signatories must be typed or legibly printed in black beneath their signatures.)**

Drafted By and When Recorded Return To:

Alan J. Lambert  
Assistant Attorney General  
Finance Division  
P.O. Box 30754  
Lansing, Michigan 48909  
Telephone: (517) 897-7790

2023-0382897-A/SBA Jackson CC Lenawee Ext Center Reconveyance

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
6.0 Consent / Required Approval Agenda 6.1 Board Consideration: State Required Best Practices Resolution*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<b>Description:</b>
<p>Section 230 of PA 103 of 2023, the Fiscal Year 2024 community colleges appropriations bill contains the qualifications that must be met to receive the portion of each college’s performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories. To demonstrate eligibility for this funding, Section 230 requires that each community college certifies compliance to the State Budget Office by means of a board of trustees resolution certifying that the college has met 4 of 5 best practices in each category. Further, each board resolution “shall provide specifics as to how the community college meets each best practice measure within each category.”</p> <p>Enclosed for the Board’s review is the resolution certifying that the College not only meets, but exceeds all of the best practice standards required by State appropriations.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration and approval of the State Required Best Practices Resolution.
<b>Action Taken:</b>

State Budget Office  
Office of Education

## Community Colleges Local Strategic Value Template

Institution: Jackson College

Section 230 of PA 103 of 2023, the Fiscal Year 2024 community colleges appropriations bill contains the qualifications that must be met to receive the portion of each college’s performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories.

To demonstrate eligibility for this funding, Section 230 requires that each community college certifies compliance to the State Budget Office by means of a board of trustees resolution certifying that the college has met 4 of 5 best practices in each category. Further, each board resolution “shall provide specifics as to how the community college meets each best practice measure within each category.” **This resolution must be properly passed by the board and submitted to this office on or before October 15, 2023.** However, if a resolution from a prior year is still in effect and factually correct, you may resubmit this resolution. Please send a copy with an indication of the date of its passage.

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

**Jackson College not only meets, but exceeds the best practice standards required by State appropriations, as the following table demonstrates.**

Best Practices by Category	Examples of Adherence
<b>Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)</b>	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	Jackson College has several partnerships with Henry Ford Health, the area’s regional community hospital, as well as other health care providers. The Henry Ford Health System supports on-campus health services and provides clinical sites for our nursing and allied health students, and Jackson College staff participate in community collaborative and governance efforts of the health system. Additionally, Jackson College has created an on-campus Health Clinic in partnership with Henry Ford Jackson Hospital. It is used both as a clinical site for our allied health students, as well as a medical clinic for students, employees, and their families. The College has a partnership with Family Service and Children’s

Best Practices by Category	Examples of Adherence
	<p>Aid, a health care organization with Community/Behavioral Health as their primary medical specialization, to provide a wide range of behavioral health services on campus to students and employees in the College-created Oasis Center.</p> <p>Jackson College continues to partner with other local employers and training partners to develop new curricula, training programs, and seek external funding in support of shared initiatives. For example, numerous local dentists worked with the College to create a new dental hygiene program and a Dental Hygiene Lab which opened in 2019. Furthermore, our community is served by our program’s Dental Hygiene Clinic, which opened in January 2020. It provides students, employees, as well as citizens of the area with the opportunity to have highly discounted teeth cleaning and oral hygienic services.</p> <p>The Dental program has graduated three different cohorts, June 2021, 2022, 2023. All graduates earned employment and passed the licensures exams, earning the licensed dental hygienist credential (RDH).</p> <p>Jackson College is partnering with Technique, Inc. to offer JC courses as part of their new employee training programs. Currently, Technique has embedded JC courses into a Welding and CNC new hire training program, called TechniqueU. During SU22, 5 new employees enrolled in training through Corporate and Continuing Education.</p> <p>The College is also engaged with many companies that are new to the area, or are expanding, though the Michigan New Jobs Training Program (MNJTP). A sampling of employers being served through various MNJTP training initiatives includes Lifeways CMH, Lomar Machine &amp; Tool, Technique Inc., Brembo North America, PlaneWave Instruments, ACME Graphics, LLC., Commonwealth Associates, Inc.,</p>

Best Practices by Category	Examples of Adherence
	<p>Henry Ford of Jackson, Production Saw &amp; Machine, Henry Ford Jackson and TRUE Community Credit Union. Additionally, Jackson College has worked with MNJTP employers to purchase over \$350K in advanced manufacturing equipment to expand current programs for upskilling of the area workforce.</p> <p>Jackson College is a partner in the Jackson Area College and Career Connection Early/Middle College along with the Jackson County Intermediate School District and the Jackson Area Career Center. The College is also an active collaborator with the Enterprise Group, Inc. (the local economic development organization), Jackson Area Manufacturers Association (JAMA), LEAN Rocket Lab(Michigan’s Entrepreneurial Hub), Lenawee Now, Jackson YMCA, Economic Development Partnership of Hillsdale County, The Shop Rat Foundation and several local manufacturers including Technique, Alro Steel, Planewave, Production Saw &amp; Machine and Lomar.</p> <p>The past three years, the college has collaborated closely with Consumers Energy to ensure our Energy Systems program is in full alignment with their workforce needs. Also, the college developed a Lineworker program with Consumers Energy. The program has graduated over 50 students and the hire rate is 85%. Furthermore, all our students in occupational programs require a robust work-based learning experience The Work-Based Learning Program at Jackson College is an academic program where students earn academic credit and learn to apply classroom skills while establishing professional contacts with employers on the job. These opportunities are offered through collaboration with local businesses, industry and governmental organizations. This program has strengthened our relations and collaborations with local employers.</p>

<b>Best Practices by Category</b>	<b>Examples of Adherence</b>
<p>(ii) The community college provides customized on-site training for area companies, employees, or both.</p>	<p>On-site and customized training is available to local companies through Jackson College’s Corporate and Continuing Education (CCE) office. CCE provides an ongoing catalog of trainings for various occupations including Supervisory, Microsoft Office, Information technology, Manufacturing and Professional Continuing Education and Pre-Licensure trainings. Additionally, customized training services assist employers with developing curriculum, Train the Trainer (T3), and highly customized training outlines to assist the employer with their workforce needs. The College is also very active in the use of the Michigan New Jobs Training Program (MNJTP), providing diverted State Income tax funding to assist with new worker training and development. Within the college’s service area, this results in about \$1 million dollars in new MCJTP training agreements to assist area employers each year.</p>
<p>(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.</p>	<p>Jackson College’s Business program offers a certificate, and associate degree in Entrepreneurship. This college credit credential provides for introduction to business plan development and prepares students to analyze market potential and devise strategies to creatively meet the needs of clients and communities. The lead faculty for the entrepreneurship program is an active member and supporter of the Jackson Inventors Network and the College routinely operates as the host for their monthly meetings. The College recently hired an additional full-time faculty member to support and strengthen our entrepreneurship offerings and services. We have plans to offer targeted seminars and workshops to assist small business owners in the area to aid in the successful operations of their respective businesses. The College also works in partnership with Spring Arbor University, and our local economic development units, in advancing small business development. In Addition, the College has recently solidified working space in the Hub of entrepreneurship innovation, The Lean Rocket Lab. This space allows the College to have a presence in a very high energy entrepreneurship and Technology focused area. Jackson College recognized the workforce needs in advancing public leadership and</p>

Best Practices by Category	Examples of Adherence
	non-profit management by adding the new Public Administration and Management program.
<p>(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.</p>	<p>Jackson College works closely with employer partners to seek external funding collaboratively to increase advanced technology instruction at the College as informed by those in industry. Partnership with Wacker Chemical Corporation in chemical process technology curricula and with several employer members of the Lenawee ISD Advanced Manufacturing Advisory Board in robotics/automation curricula are examples.</p> <p>Jackson College has redesigned and launched new credit-bearing offerings in Advanced Manufacturing Technology which includes open lab and flexible completion options. In addition, Jackson College has partnered with the Jackson Area Manufacturers Association (JAMA), the Enterprise Group, the Jackson Area Career Center, and the Jackson County Intermediate School District creating a manufacturing-focused education program known as the Jackson Area College and Career Connection Early/Middle College (JAC3E/MC). Beginning with the students' junior year, participants will simultaneously earn their high school diploma, college credit, and a technical/career credential within three years, with no out-of-pocket tuition costs for the student or the family. It includes company internships and partnerships with area employers. JAC3 has demonstrated significant promise since its inception in 2017. To date, 38 participants have completed the program with another 13 currently enrolled. Of these total participants, 40 are employed with a variety of the 42 sponsoring companies.</p> <p>Jackson College also has a seat at the table with the Jackson County Talent Consortium and Marshall Plan where we have worked to incorporate the Jackson College Employment PACT, a tier to the PACT initiative through our Employment Hub. The College has also participated in the Talent Hub Website as an all-encompassing community resource for employers, community members and K-12 alike.</p>

<b>Best Practices by Category</b>	<b>Examples of Adherence</b>
<p>(v) The community college has active partnerships with local or regional workforce and economic development agencies.</p>	<p>Jackson College has strong partnerships with the Jackson Chamber of Commerce (member), Michigan Works Southeast (MWSE)! the Jackson Area Manufacturer’s Association (Articulation agreement for the Academy of Manufacturing Careers), as well as the three primary economic development agencies in the region: The Enterprise Group, Hillsdale Economic Development Partnership, and Lenawee Now. The Director of Workforce Training currently serves on the MWSE Executive Workforce Development Board and the Workforce Intelligence Network (WIN) Board. The Jackson College President served as the Chairman of the Enterprise Group Board of Directors and as a board member on the Lenawee Economic Development Corporation Board, and previously served on the SCMW! Board. Additionally, other College employees have served on the boards of the aforementioned organizations. Examples include joint delivery of programs including the Jackson Area College and Career Connection Early/Middle College, assistance in business recruitment, and company training. The College also represents the educational sector for the Region 2 Planning Commission’s Comprehensive Economic Development Strategy collaborative. In Hillsdale, JC has employee representation on the Economic Development Council. A focus on economic development in the region also is featured in our college’s mission documents as a priority for the institution.</p>
<p><b>Category B: Educational Partnerships (must meet 4 of 5)</b></p>	
<p>(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.</p>	<p>Jackson College has articulation agreements with many area high schools and the Intermediate School Districts in the Tri-County area and beyond. In partnership with the Lenawee Intermediate School District (LISD) Jackson College has established a Middle College. In partnership with the Jackson County Intermediate School District (JCISD) and all Jackson County high schools, JC established the</p>

Best Practices by Category	Examples of Adherence
	<p>Jackson Area College and Career Connection Early/Middle College. Jackson College also teaches college classes at the JC @ LISD TECH and the LISD sites. Jackson College also partners in the delivery and management of a Middle College on the JC @ LISD TECH site. The College also created a public school academy in 2014, known as the Jackson Preparatory &amp; Early College (JPEC) located on the College’s Central Campus, now in its seventh year of operation. It is a year-round school and has CEB programming for students grades 6-13 providing a high school diploma and an associate degree at the end of year 13, at no cost to the student or the student’s family. As of Fall 2017, Jackson College is offering a county-wide early/middle college program in Hillsdale County, in partnership with all Hillsdale County Superintendents, The Hillsdale County EMC has graduated 80 students, with approximately 100 more students pending graduation over the next two years. Fall 2021 saw a 100% completion rate for Hillsdale County EMC students. Also as of Fall 2018, the College partnered with the county high schools to offer a county wide Early College, Jackson County Early College (JCEC) which provides students a pathway to begin their college degree as early as ninth grade and earn an associates by the end of year 13, on the Central Campus. Currently, 458 students are enrolled in this program. There are an additional 50-60 students in the application pipeline of this program.</p> <p>The College also serves all area public schools by making dual credit options available to all high school students. Currently 480 high school students in the tri-county area are participating in dual enrollment with the college.</p> <p>Through all collaborations with local tri-county high schools, Jackson College is serving over 1050 high school students.</p>

Best Practices by Category	Examples of Adherence
	<p>Since January 2020, the CTE division of the College has been working diligently with JAMA, JACC, Northwest Schools, and LISD to align curriculum and instructional equipment to implement new technologies in manufacturing. Driving the alignment are common industry-recognized credentials, such as SACA, MSSC, AWS, SENS and others. A comprehensive strategic plan has been submitted to the Leadership Council as a result of this collaborative work.</p>
<p>(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p>	<p>Jackson College hosts onsite College visits and tours; participates in MCAN's College Application Week, and hosts College Goal Sunday in partnership with other local Institutions of Higher Education (IHEs). Jackson College recruiters make visits to every school district in the tri-county region multiple times throughout the year. Jackson College was the leader on a Reading Summit with Vandercook High School. The College hosts educational theatrical programs for elementary students that provide valuable lessons on a wide range of topics such as diversity, bullying and teamwork. The College also hosts a number of academic and athletic campus during the summer months. The College has continued their partnership with the Jackson County Career and College Access Center to host tours for all Jackson County juniors, providing them with information about pursuing a post-secondary credential. The College's admissions department began duplicating this opportunity for Lenawee County juniors and seniors to visit Central Campus in November of 2022. To provide further exposure to Jackson College, post-secondary credentials, housing, and resources. Just last year alone, the admissions team welcomed around 1,400 students who participated in group campus tours. Corporate and Continuing Education hosted 8-weeks of fun and educational sessions for YMCA youth summer day-camp attendees. The sessions introduced youth to various programs, faculty, and buildings on campus. We hosted over 130 local secondary students for MFG Day last year (2019). Furthermore, Jackson College participated in Careers</p>

Best Practices by Category	Examples of Adherence
	<p>in Energy Week this year by hosting an open house in October 2019. Consumers Energy will have representatives from different job families to discuss careers and opportunities. We will share information on our associate’s degree and the bachelor’s degree in Energy Systems. In Hillsdale we host an annual Taste of College event and participate on an ongoing basis with the Hillsdale County Career Access Planning initiative. Lastly, we had a Vice President and a Dean serve as judges for the new Jackson FIRST Robotics District event in March 2019.</p>
<p>(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p>	<p>Jackson College has actively supported the creation, development and funding of the Jackson College and Career Access Center, the College President having previously served on that board of directors. Jackson College recruiters make visits to every school district in the tri-county region multiple times each year. Jackson College was the lead with Vandercook High School on a Reading Summit.</p> <p>The College also has been successful in obtaining and implementing a number of related national federal and private grants including Achieving the Dream, TRiO, Veterans’ Education Initiative, and others that provide additional supports for student success. The College also actively participates in the Breaking Through Network and the Michigan Center for Student Success to leverage best practice models for implementation across the institution. Finally, the College has developed a Ready-Set Jet summer program to assist students in transitioning academically and behaviorally to campus-based housing.</p>
<p>(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.</p>	<p>Student success supports are available through the TRiO Program, Veteran Education Initiative and in large part through the College’s Student Success Navigator advising model. This model is a proactive, relational, customer-based advising approach geared at improving student satisfaction and success as measured by student persistence, retention, and completion. The College’s Men of Merit (MOM) Program and Sisters of Strength Program is designed to assist adult minority male and female students in entering college and being successful in same.</p>

Best Practices by Category	Examples of Adherence
	<p>Jackson College collaborates with Michigan Works! Southeast to offer HSE preparation and/or remedial assistance for our tri-county service areas. We have recently expanded services to offer Ability to Benefit, allowing eligible students to receive financial aid to complete college courses, while working on a High School Diploma or Equivalency. Through this partnership, students also receive employment services assisting with identifying transferable skills relatable to new industries, assessments to assist students with selecting a program of study that aligns to their workplace preferences and sense of purpose, and job search resources, such as resume assistance.</p> <p>Through Connect with My Future, this partnership expands wrap-around services available to eligible students by braiding WIOA and Federal Financial Aid funding and community resources.</p> <p>In Lenawee, we partner with MWSE, which holds HSE (e.g., GED) courses onsite at JC @ LISD TECH. In Hillsdale County, we partner with the HCISD and Michigan Rehabilitation Services in providing Transitions Programming for students with IEP's/504's, onsite at the JC LeTarte's Center.</p> <p>In addition, Jackson College was chosen by the Federal Government, together with 68 other institutions of higher education across the country, to provide educational programming and degree completion options for incarcerated individuals in the State of Michigan. Indeed, Jackson was awarded the highest allocation of Pell participants at 1,305 inmates and is active in educating student-inmates across the state. Further, the College was the first in the nation to provide academic excellence recognition to student-inmates with the Phi Theta Kappa program. Jackson college currently serves approximately 530 (fall 2022) actively enrolled students across eight correctional facilities.</p>

<b>Best Practices by Category</b>	<b>Examples of Adherence</b>
<p>(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.</p>	<p>Jackson College has articulation agreements with numerous university and collegiate partners. The college is a part of the MiTransfer Network that recently completed multi-institutional associate to bachelor's degree transfer paths, MiTransfer Pathways. Jackson College's University Center hosts both Siena Heights University and Grand Valley State University. Recently, the college and Siena Heights University worked to develop six new articulated 3+1 transfer pathways. In July 2023, Jackson College signed an agreement with Grand Valley State University to offer a bachelor's degree in nursing from GVSU. Within the year, Jackson College has finalized new articulation agreements the following institutions and programs in addition to those with Siena Heights University; Central Michigan University RN-BSN Completion, Eastern Michigan University – Sport Management, Ferris State University – Reparatory Therapy, University of Detroit Mercy – Dental Hygiene, University of Michigan Flint – RN-BSN Completion, and more in development. The college also has reverse transfer agreements with the following 4-year institutions; Central Michigan University, Concordia University, Davenport University, Eastern Michigan University, Grand Valley State University, Ferris State University, Michigan State University, Trine University, and the University of Michigan - Ann Arbor. Additionally, Jackson College is committed to transfer partnerships and success hosting various transfer events (in-person and virtual) with 4-year institutions to provide transfer information and make the transfer processes as seamless as possible.</p>
<p><b>Category C: Community Services (must meet 4 of 5)</b></p>	
<p>(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.</p>	<p>Jackson College's Corporate and Continuing Education Office offers life-time learning, continuing education, professional development, and leisure programming, easily assessable online or on-campus. Courses range from family development, basic computer skills, real estate, grant writing, personal</p>

Best Practices by Category	Examples of Adherence
	<p>fitness, teacher SCECHs., wellness and stress management, foreign language, and human resources certification. Students may enroll in numerous classes in the arts, including instrumental and voice classes as well as studio arts. Through the college's Health Wise event hosted over the summer, it welcomes nearly 100 community members to campus for free health screenings and to participate in a heart healthy walk around campus.</p>
<p>(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</p>	<p>Jackson College operates a multi-stage/auditorium performing arts center; has a fully operational fitness center; and library services operated in conjunction with Jackson District Library. Jackson College offers public access to a wide range of state-of-the-art facilities, athletic fields, and grounds, which provides access to technology and other instructional equipment. Jackson College is host to the Jackson Community Concert Band, the Michigan Shakespeare Festival, the Jackson Symphony, and other annual cultural events at Potter Center for the Arts. As mentioned above, the College hosts a very popular Health Wise event open to the community each summer. In collaboration with the YMCA, the College annually hosts a seven-week youth summer camp where YMCA campers, at no charge, can experience all aspects of the Colleges amenities and broaden their personal experiences through workshops in the kitchen, theater, sports complex, library, housing and multiple academic departments here on campus.</p>
<p>(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</p>	<p>Jackson College has fully operational library services provided in conjunction with Jackson District Library. The College also offers community members' free use of computers located in our Information Commons on campus. The College also maintains an art gallery in the College's performing arts building, as well as a "black box" (i.e., experimental theater) on campus. The College also partners with the Michigan Shakespeare Festival (which is held on campus each summer). Additionally, JC is the performance home of the Jackson Symphony Orchestra.</p>

<b>Best Practices by Category</b>	<b>Examples of Adherence</b>
<p>(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</p>	<p>Jackson College operates a fully operational fitness center, and athletic facilities that are open to the public and used for lifetime learning and credit courses in fitness, stress management, and wellness. The College also has numerous athletic fields that are routinely used by other external groups. Additionally, the College has an 18-hole disc golf course for use by the public. Newly completed is the Jets Fitness Trail, a 1.2-mile fitness pathway that loops around the Central Campus.</p>
<p>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p>	<p>Student Life, Community Event and Multicultural activities are a staple of the College with a range of activities scheduled annually. A building dedicated to student life, called the Jets Hangar, opened on September 14, 2015 and has dedicated student life space for gaming, mailboxes, a Pizza/Grill, outdoor volleyball and basketball courts, a stage for concerts and other entertainment and a cardio room. Activities include Constitution Day, the Martin Luther King Celebration, International Day, Cinco de Mayo, and Welcome Week. Jackson College supports 13 Sports teams, and all events are open to the public. The college also is an active participant in Challenge Day providing interactive support and coaching to area 7th graders addressing bullying and working to provide a safe and supportive environment for young people. As in the past, the college will host Challenge Day on its central campus this year. The College also hosts community programs such as Drug Summits, African American Male Summits, etc., and also provides space for elected officials to meet with community members. Finally, the College also host a free Easter Egg Hunt in the spring and a Halloween Spooktacular open to the entire community to come and celebrate the holiday with games, candy, and a variety of activities. Twice a year during our Convocation days, all Jackson College employees engage in community service projects ranging from</p>

Best Practices by Category	Examples of Adherence
	<p>volunteering at local public schools, non-profits, community agencies, and community parks.</p> <p>The College offers a diverse collection of community personal enrichment workshops year-round that include but are not limited to ceramic, painting, writing, art, and culinary workshops.</p>

**NOW, THEREFORE**, be it resolved that the Jackson College Board of Trustees certifies that the College does meet the best practice standards required for state appropriations under Section 230 of PA 103 of 2023, the Fiscal Year 2024.

PASSED AND APPROVED THIS 11<sup>th</sup> DAY OF SEPTEMBER 2023.

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John M. Crist, Chairperson  
Board of Trustees  
Jackson College



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
7.0 Monitoring CEO Performance 7.1 CEO Monitoring Compliance Schedule & Summary  <b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance
<b>Description:</b>
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.  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).
<b>Requested Board Action:</b>
Discussion surrounding the President's compliance review.
<b>Action Taken:</b>



## 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	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.14.23
EL – 00 General Executive Constraint	8.14.23	Yes	n/a	n/a	n/a	No capacity for monitoring as scheduled in September 2021.	Compliant 8.14.23
EL – 01 Treatment of Students	9.11.23	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	9.11.23	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



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 04 Financial Conditions & Activities	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
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	Fall of FY'24		Installation of the Jet's	Partially Compliant



## President/CEO Monitoring Report Compliance

### Jackson College

			the installation of the Jet’s Pavilion, the Jet’s Air Station, the Astronomical Observatory, and the completed STEAM Factory area.			Pavilion, the Jet’s Air Station, the Astronomical Observatory, and the completed STEAM Factory area not expected until Fall of FY’24	4.10.23
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<b>2023 - 2024 BOARD POLICY REVIEWING &amp; MONTORING SCHEDULE</b>		
<b>2023-2024 Board Meeting Date</b>	<b>Policy Reviews Due</b>	<b>Monitoring Reports Due</b>
January 9, 2023	<p><b>Review EL-10</b> Access to Education (JEREMY)  <b>Review GP-14</b> Handling Operational Complaints  <b>Review GP-11</b> Linkage with Ownership  <b>Review GP-15</b> Handling Alleged Policy Violations</p>	<p><b>Monitor EL-09</b> Organization Culture (CINDY)  <b>Monitor EL-07</b> Compensation &amp; Benefits (CINDY)  <b>Monitor GP-13</b> Special Rules of Order  <b>(2024 - Monitor BCD-02</b> Accountability of the CEO)</p>
February 13, 2023	<p><b>Review EL-11</b> Entrepreneurial Activity (CINDY/JOHN)  <b>Review GP-01</b> Governing Style  <b>Review BCD-06</b> CEO Compensation  <b>(2024 – Review GP-00</b> Governance Commitment)</p>	<p><b>Monitor EL-10</b> Access to Education (JEREMY)  <b>Monitor GP-14</b> Handling Operational Complaints  <b>Monitor GP-11</b> Linkage with Ownership  <b>Monitor GP-15</b> Handling Alleged Policy Violations</p>
March 13, 2023	<p><b>Review EL-12</b> Land Use (JASON)  <b>Review GP-02</b> Board Job Contributions  <b>Review GP-04</b> Role of Board Chair  <b>Review GP-10</b> Investment in Governance  <b>(2024 – Review BCD-00</b> Global Board Management Delegation)</p>	<p><b>Monitor EL-11</b> Entrepreneurial Activity (CINDY/JOHN)  <b>Monitor GP-01</b> Governing Style  <b>Monitor BCD-06</b> CEO Compensation  <b>(2024 – Monitor GP-00</b> Governance Commitment)</p>
April 10, 2023	<p><b>Review EL-05</b> Asset Protection (JOHN)  <b>Review EL-06</b> Investments (JOHN)  <b>Review BCD-05</b> CEO Succession  <b>Review GP-03</b> Board Planning Cycle &amp; Agenda Control  <b>(2024 – Review GP-12</b> Board Linkage with External Organizations)</p>	<p><b>Monitor EL-12</b> Land Use (JASON)  <b>Monitor GP-02</b> Board Job Contributions  <b>Monitor GP-04</b> Role of Board Chair  <b>Monitor GP-10</b> Investment in Governance  <b>(2024 – Monitor BCD-00</b> Global Board Management Delegation)</p>
May 8, 2023	<p><b>Review EL-03</b> Planning (JOHN)  <b>Review GP-09</b> Board Code of Conduct</p>	<p><b>Monitor EL-05</b> Asset Protection (JOHN)  <b>Monitor EL-06</b> Investments (JOHN)  <b>Monitor BCD-05</b> CEO Succession  <b>Monitor GP-03</b> Board Planning Cycle &amp; Agenda Control  <b>(2024 – Monitor GP-12</b> Board Linkage with External Organizations)</p>
June 12, 2023	<p><b>Review EL-00</b> General Executive Constraint (PHELAN)  <b>Review EN-01</b> ENDS (JEREMY)</p>	<p><b>Monitor EL-03</b> Planning (JOHN)  <b>Monitor GP-09</b> Board Code of Conduct</p>
August 14, 2023	<p><b>Review Bylaws</b>  <b>Review BCD-03</b> Delegation to CEO</p>	<p><b>Monitor EL-00</b> General Executive Constraint (PHELAN)</p>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

	<b><u>Review BCD-04</u></b> Monitoring CEO Performance	<b><u>Monitor EN-01</u></b> ENDS (JEREMY)
September 11, 2023	<b><u>Review EL-01</u></b> Treatment of Students (CINDY/JEREMY) <b><u>Review EL-02</u></b> Treatment of Staff (CINDY) <b><u>Review BCD-01</u></b> Unity of Control <b><u>Review GP-05</u></b> Role of Vice Chair <b><u>Review GP-08</u></b> Board & Committee Expenses	<b><u>Monitor BCD-03</u></b> Delegation to CEO <b><u>Monitor BCD-04</u></b> Monitoring CEO Performance <b><u>Consideration of the CEO's Contract</u></b>
October 16, 2023	<b><u>Review EL-04</u></b> Financial Conditions & Activities (JOHN) <b><u>Review EL-08</u></b> Communication & Support to the Board (PHELAN)	<b><u>Monitor EL-01</u></b> Treatment of Students (CINDY/JEREMY) <b><u>Monitor EL-02</u></b> Treatment of Staff (CINDY) <b><u>Monitor BCD-01</u></b> Unity of Control <b><u>Monitor GP-05</u></b> Role of Vice Chair <b><u>Monitor GP-08</u></b> Board & Committee Expenses
November 13, 2023	<b><u>Review EL-09</u></b> Organization Culture (CINDY) <b><u>Review EL-07</u></b> Compensation & Benefits (CINDY) <b><u>Review GP-13</u></b> Special Rules of Order <b><u>Review BCD-02</u></b> Accountability of the CEO	<b><u>Monitor EL-04</u></b> Financial Conditions & Activities (JOHN) <b><u>Monitor EL-08</u></b> 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 Learners	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

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
8.0 Monitoring Board Performance 8.1 BCD-03 Delegation to CEO – Survey Results Review  <p style="margin-left: 40px;"><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-03 Delegation to CEO</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies 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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



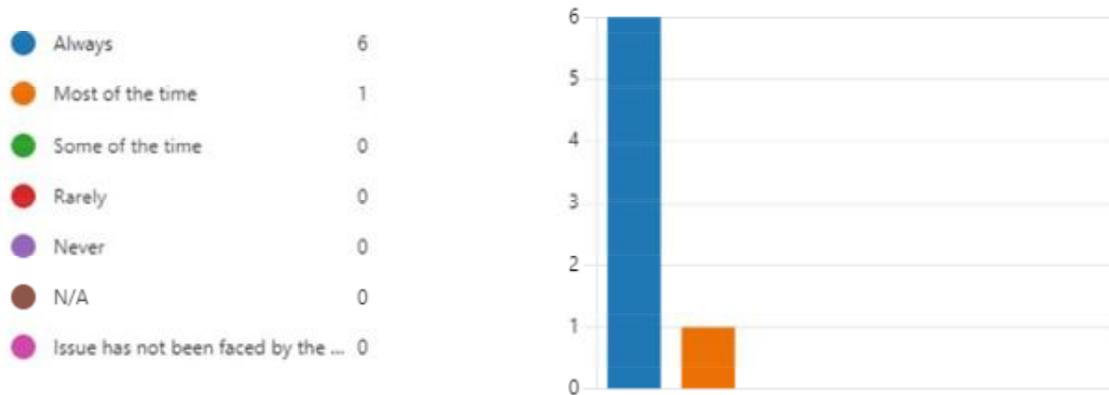
## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: BCD-03 Delegation to the President DATE: 09.11.23

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

Have we acted consistently with this item of policy?



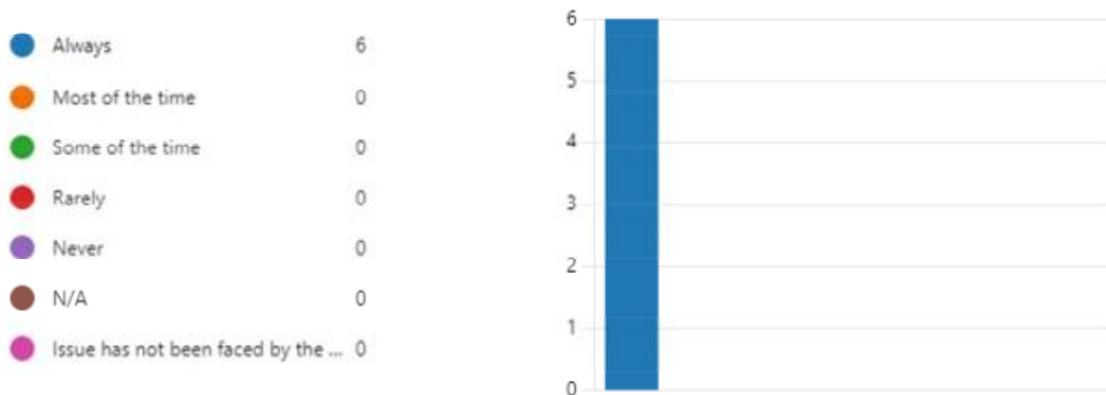
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. **Item 1:**

*The Board will develop ENDS policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.*

Have we acted consistently with this item of policy?



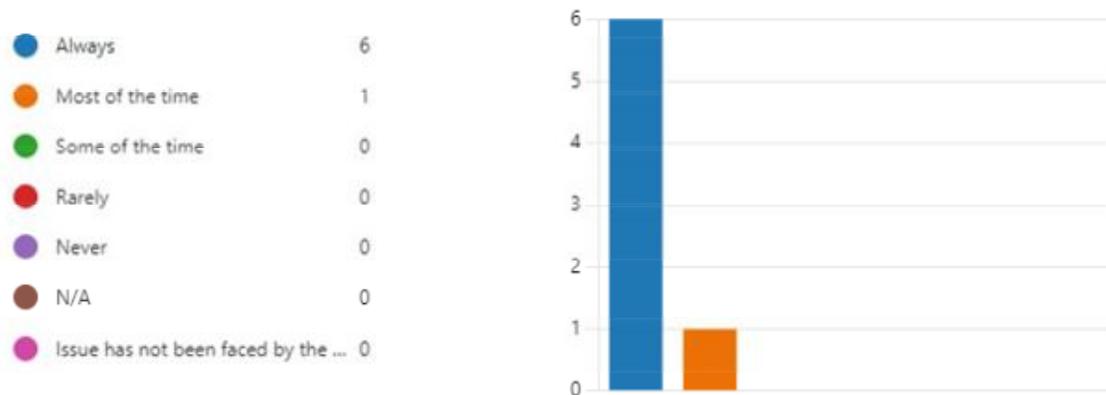
5. Provide specific representative examples to support your above response when applicable.

- “I would like to instruct our CEO to see annually ‘exit interviews’, student and staff/faculty surveys to gauge JC culture temperature. If we have a favorable culture and people are leaving for better opportunities, great. If not, we can set some measurements/parameters around desired results. The only one that I am currently aware of is student graduation tares and retention.”*

6. **Item 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.***

**Have we acted consistently with this item of policy?**



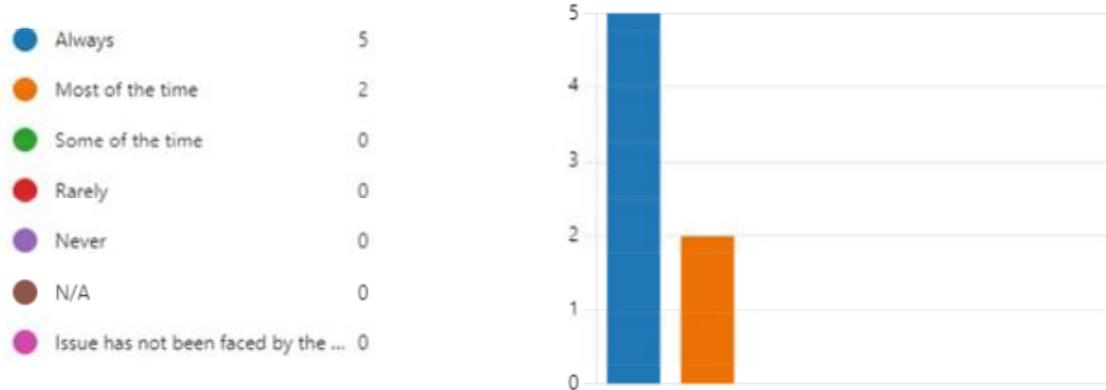
7. Provide specific representative examples to support your above response when applicable.

- N/A*

8. **Item 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.***

**Have we acted consistently with this item of policy?**



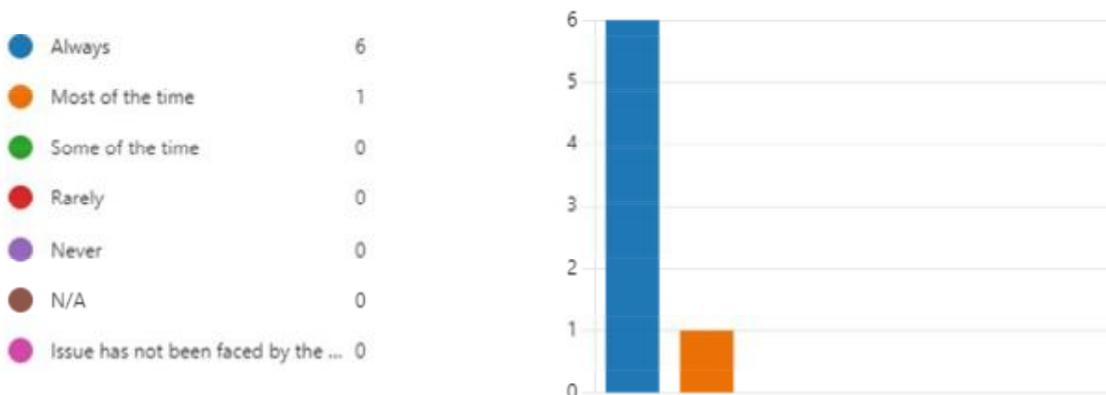
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **Item 2:**

***The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.***

**Have we acted consistently with this item of policy?**



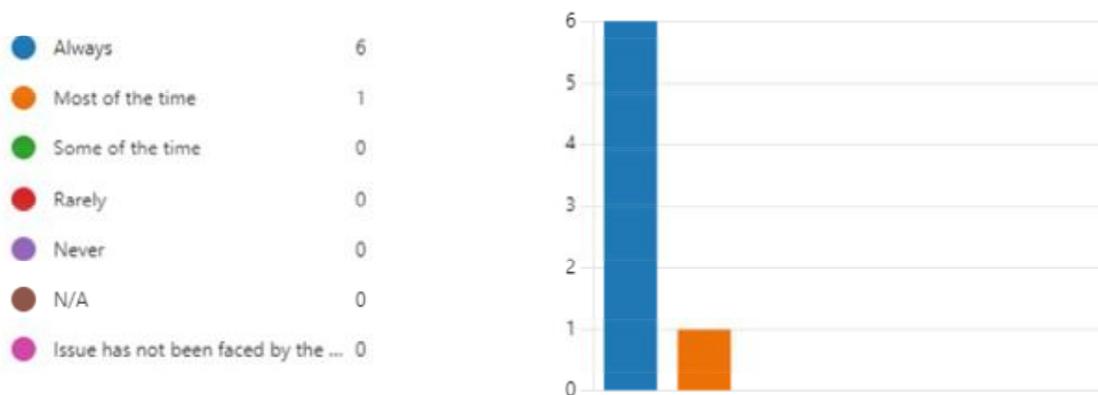
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **Item 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.*

**Have we acted consistently with this item of policy?**



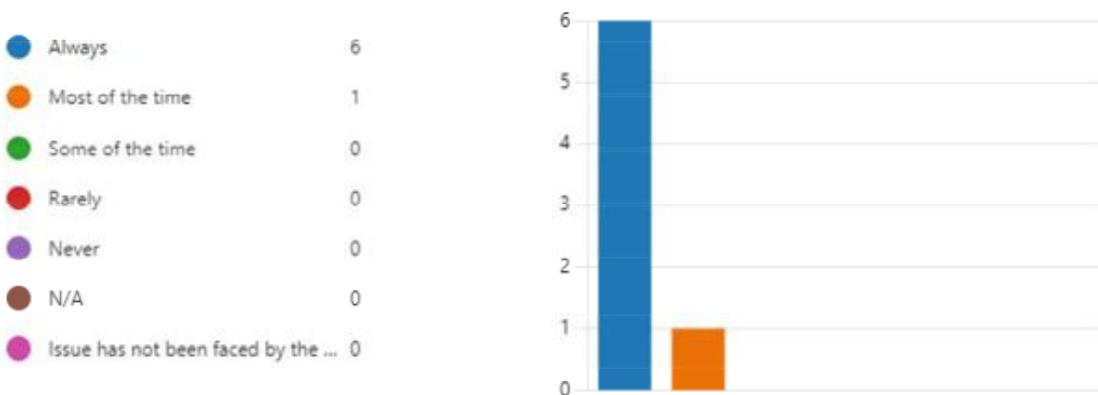
13. Provide specific representative examples to support your response above when applicable.

- N/A

14. **Item 2.2:**

*The Board will never prescribe organizational means delegated to the CEO.*

**Have we acted consistently with this item of policy?**



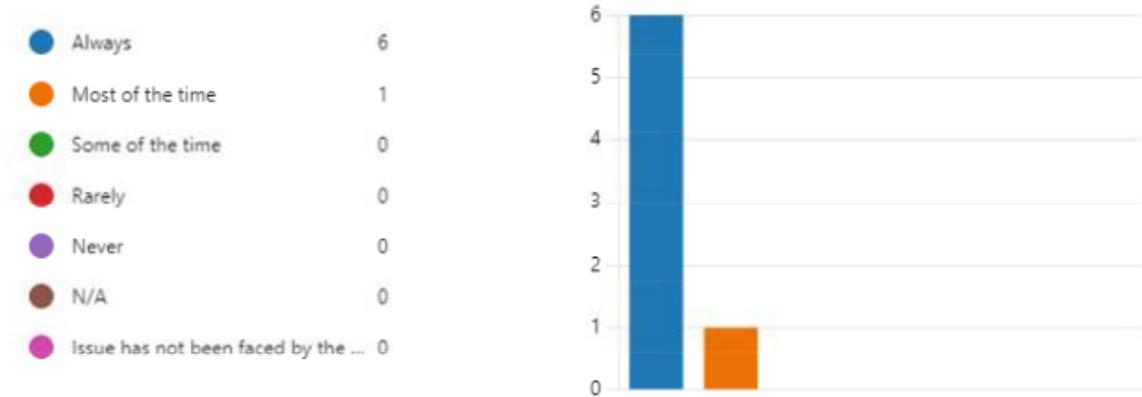
15. Provide specific representative examples to support your response above when applicable.

- N/A

16. **Item 3:**

*All policies will be developed systematically from the broadest, most general level to more defined levels.*

**Have we acted constantly with this item of policy?**



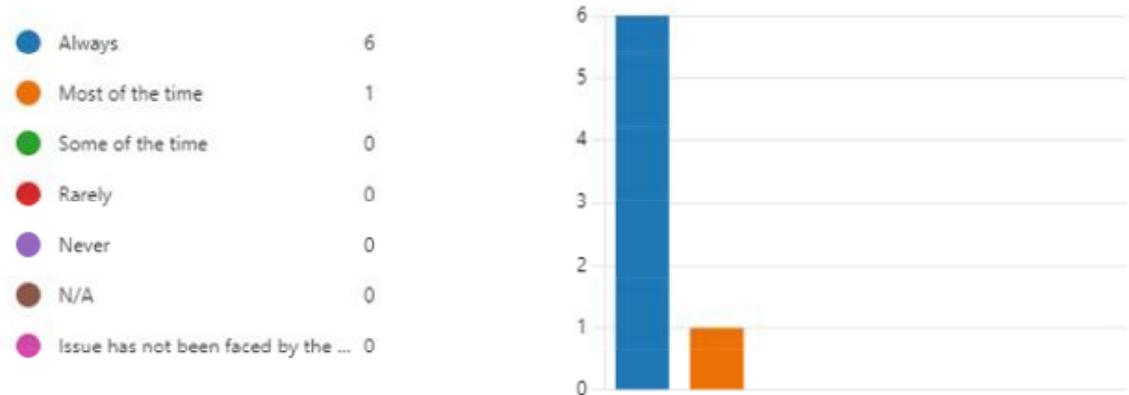
17. Provide specific representative examples to support your response above when applicable.

- N/A

18. **Item 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.*

**Have we acted consistently with this item of policy?**



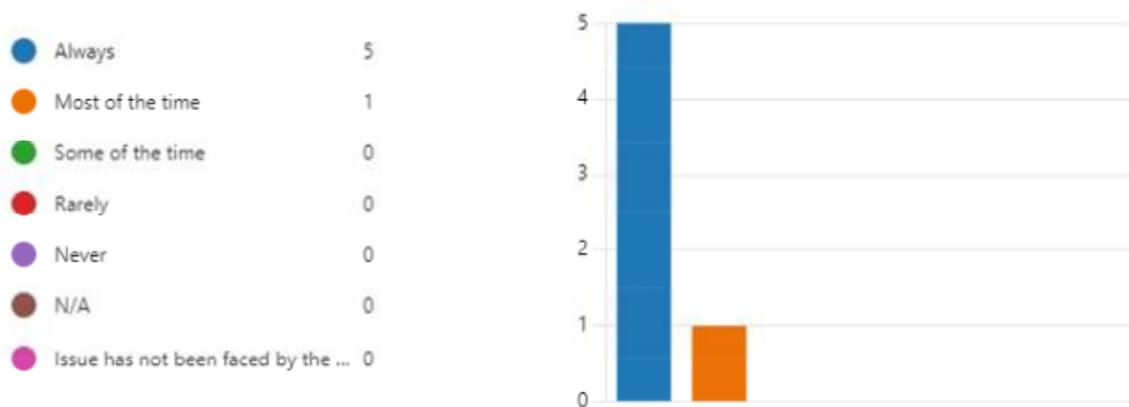
19. Provide specific representative examples to support your response above when applicable.

- N/A

20. **Item 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.*

**Have we acted consistently with this item of policy?**



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

- N/A

**22. Other Board Comments:**

- *N/A*



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
8.0 Monitoring Board Performance 8.2 BCD-04 Monitoring CEO Performance – Survey Results Review  <p style="margin-left: 40px;"><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies 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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



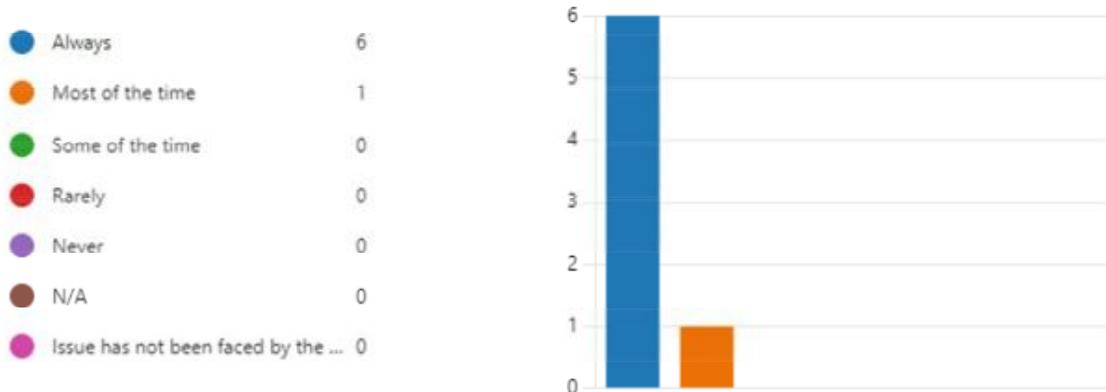
## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: BCD-04 Monitoring Presidential Performance DATE: 09.11.23

1. *Number of Response: 7*
2. *Policy opening 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 boundaries of the CEO's reasonable interpretation of Executive Limitations policies.*

**Have we acted consistently with this item of policy?**



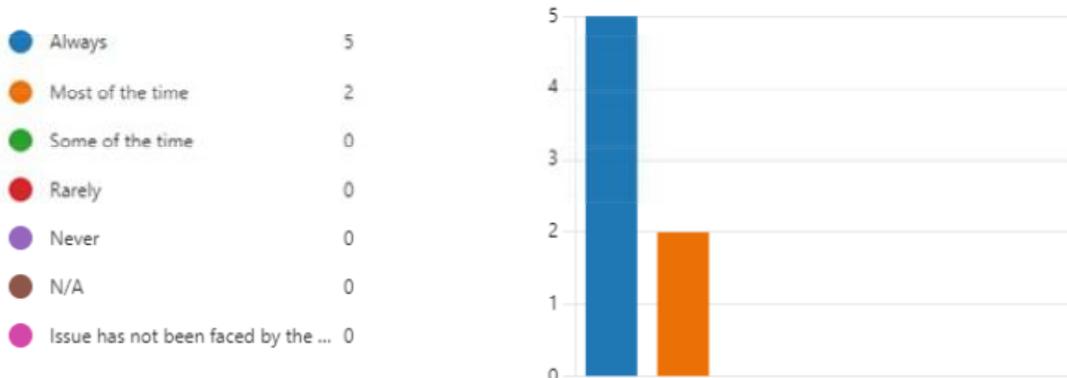
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *Item 1:*

*The purpose of monitoring is to determine the degree to which the Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.*

**Have we acted consistently with this item of policy?**



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

- N/A

6. **Item 2:**

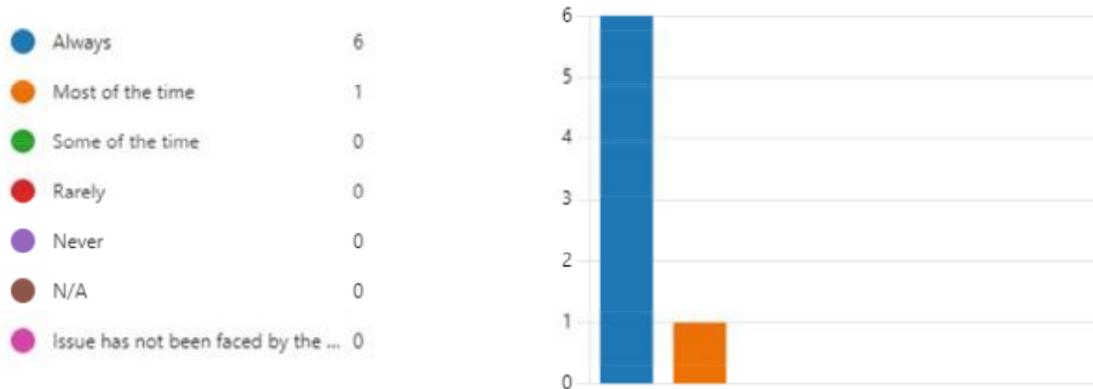
*A given policy may be monitored in one or more of three ways:*

**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 the 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.**

**Have we acted consistently with this item of policy?**



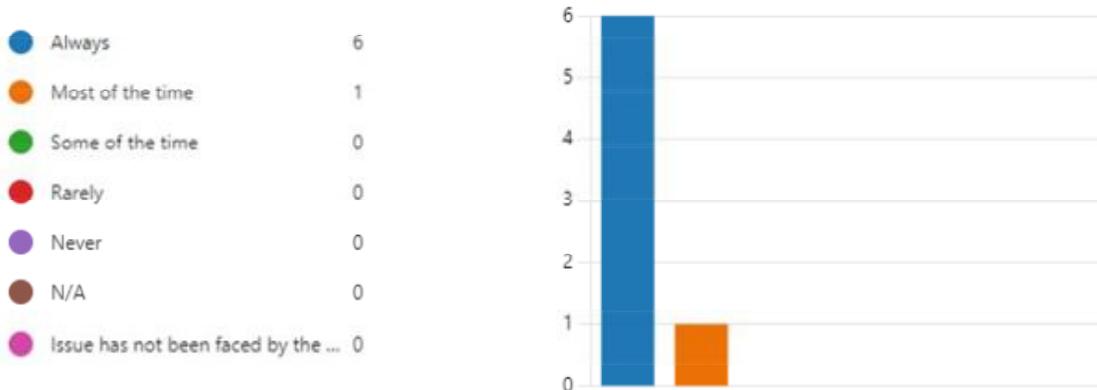
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **Item 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 interpretation favored by Board members, the disinterested third party, or even the Board as a whole.***

**Have we acted consistently with this item of policy?**



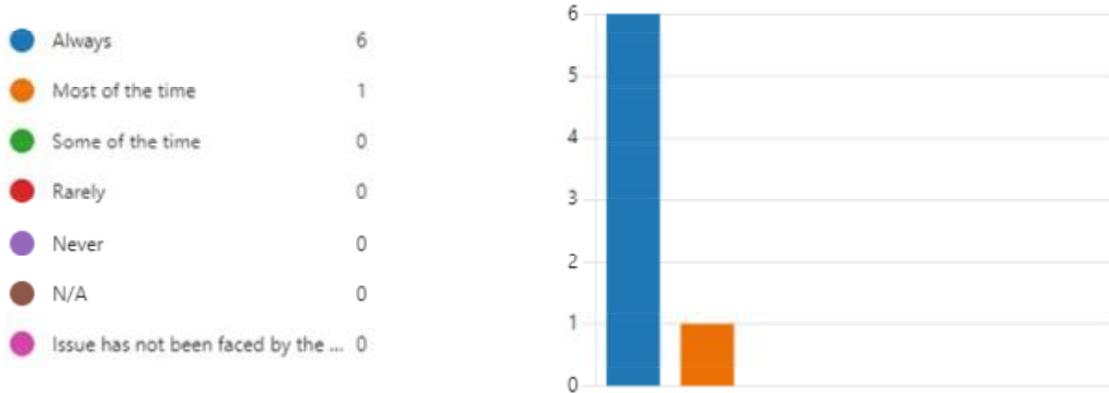
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **Item 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.*

**Have we acted consistently with this item of policy?**



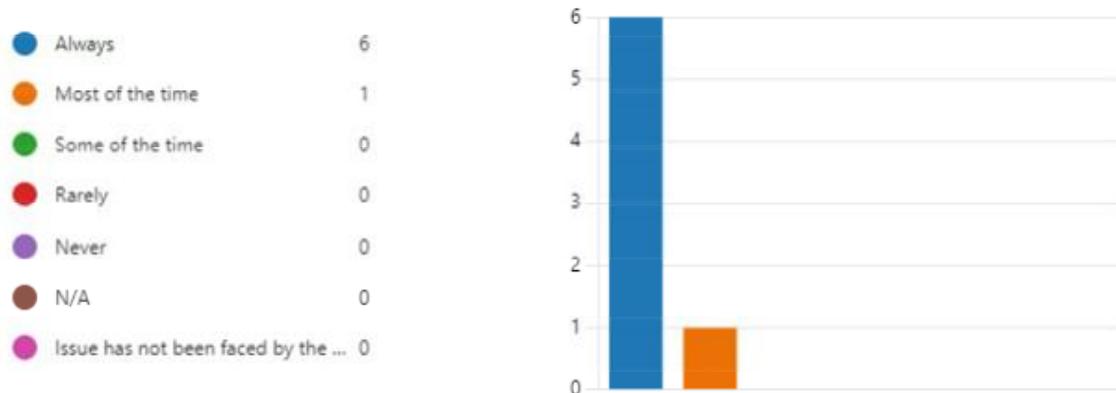
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. *Item 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.*

**Have we acted consistently with this item of policy?**



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

- *N/A*

14. **Other Board Comments:**

- *N/A*



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
9.0 Information Requested by the Board 9.1 8.14.23 Safety & Security, and RSJ Information/Update  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners</p>
<b>Description:</b>
<p>In response to the Board’s 08.14.23 request for additional information regarding Safety and Security, as well as the RSJ Program, I have attached a memo that highlight our work in these areas.</p> <p>I continue to be quite proud of our security team as we ensure that our College remains a safe and secure place to learn and grow. At the time of this writing, I will have met with Trustees Simpson and Heins in an effort to get their thoughts concerning our current approach to safety and security.</p> <p>The RSJ program concluded this summer, funded in large measure by a one-time State grant. Based upon our learnings of this pilot program, we are going to expand our summer program with some modified design, beginning in the summer of 2024.</p> <p>As always, I will address any questions you may have.</p>
<b>Resource Impact:</b>
Budget implications for the RSJ Program.
<b>Requested Board Action:</b>
Receive requested report on the RSJ pilot program.
<b>Action Taken:</b>



## Memorandum of the President

To: Board of Trustees  
From: Dr. Daniel Phelan  
Date: 09.08.23  
Subject: Additional information requested by the Board

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Per the Board's request, I offer the following in response to Member inquires, regarding campus security and the RSJ Program, from the Board Meeting on 08.14.23:

### I..STATUS OF SECURITY

Upon my arrival in April 2001, security on campus was little more than a 'night watchman'. Over the years, given increasing societal concerns, I have improved the structure and depth of security service to a high level, indeed more than most of our peers with a similar footprint. The total, annual cost of security at Jackson College for FY '24 is \$912K. In terms of staffing-armed, there are 13 (8 full-time, and 5 part-time). Unarmed staffing is comprised of 10 full-time and 8 part-time. At any given moment, there are 4 security guards on campus.

The chronological listing below provides an overview of our improvement of safety and security growth and activities to date:

- **2000** - Contracted guard service through Rollins Guard Service (for a night watchman) to lock buildings and perform building security and boiler operational checks.
- **2002** - A College-developed security Internship program was started as part of our Criminal Justice Associate Degree Program. Students, known as "Red Shirts" augmented our foot patrol efforts, as well as assisting with student lock outs, walking students to their vehicles, and enhanced the overall visibility of security services.
- **2006** - Athletic programs were brought back to the Central Campus after a 25-year hiatus, which required more security coverage.
- **2007** - The College's first student residence hall, (CV#1, now Gold Hall), opened requiring additional desk coverage services.
- **2008** - We created the first-ever JC Security Department. Further, the department included full-time and part-time armed staff, as well as security interns.
- **2009** - We opened CV2, now Maroon Hall, which required additional desk coverage.
- **2012** - To expand our efforts, and help to mitigate costs, we contracted with an external security firm, ArmorKnight.
- **2014** - We added a Jackson County Sherriff's office deputy to our campus security detail, which included a patrolling car.
- **2015** - We added more contracted security services through DK Security, again to provide coverage, and help manage costs.

- **2015** - We opened CV#3, now Campus View, requiring additional desk coverage.
- **2023** – In light of constant turnover in external security staff, in January, I made the decision to move Safety and Security in-House at the College. We are still staffing.
- **2023** – I appointed Greg Klaus to provide oversight to our security operations, given that he has experience in the area, but also has connections with our students through hospitality and residences.

I have personally interviewed nearly all of the safety and security staff and find them to be individuals who are committed to our collective safety, as well as the College’s TCS<sup>2</sup> culture. We have created a monitoring station in the Hangar wherein security staff daily monitor hundreds of cameras across campus. They engage in routine foot and motor patrols across campus. They have participated in regular professional development and realize that their work is one of service.

I personally monitor written reports from security staff that outline incidences of poor student behavior and judgement. I am often surprised at the nature of these reports and the disrespect that can be exhibited toward our security staff. Recall that the College also makes use of a student judicial process whereby all students can make an appeal regarding College action resulting from poor behavior.

Finally, from a facilities perspective, our staff have done an exceptional job ensuring that there are good sight lines across campus. We have also limited the potential areas for hiding and have increased campus lighting to a very high level. Future building designs and renovations contemplate vital safety provisions in all respects.

**II.. STATUS OF READY, SET, JET**

We now concluded the 4<sup>th</sup> year of our Ready, Set, Jet program and have learned a great deal in the process. Now that the grant has concluded, it seems like a good time to evaluate the program’s goals, effectiveness, and future. Here are some points for your edification.

**The Ready Set Jets pilot program experience to date:**

Ready Set Jet (RSJ) began as an enhancement of the College’s summer bridge program, and focused on underserved students, helping them to have a better chance at a college education. The RSJ program has been offered since 2019 and is a five-and-a-half-week program. It has offered academic training and wraparound support services, peer mentoring, on-campus housing, superb and passionate faculty, academic tutoring, and a leadership series from community mentors, all while earning college credit. The chart below outlines our experience over the period:

RSJ Cohort	Cohort Start	Persistence to Fall Term	Retention to Spring Term	Retention to Next Fall Term	First Term Average GPA	Completers	Still Enrolled
Fall 2018	11	N/A	82%	27%	2.72	0	
Summer 2019	20	90%	80%	45%	2.93	3	1

Fall 2019	26	N/A	77%	27%	2.28	0	1
Summer 2020	21	95%	43%	19%	3.3	1	4
Summer 2022	36	95%	78%	56%	3.47		
Summer 2023	45	91%			3.24		

Following our experience with the FY 22 RSJ cohort, I asked that the team look at having a plan that might continue to provide mentoring support for these students, and would span for 2-years, to see if this would have a positive impact on retention and completion. I also asked the group to seek out members of the community assist us as volunteer mentors to help with this work.

I quickly learned that the cost of the 2-year pilot peer mentoring program would be cost prohibitive (i.e., over \$200,000). The summer grant from the State covered the peer mentoring (which included the cost of 12 peer mentor’s housing, meal plans, and employment of up to 15 hours per week at \$14/hour), however that grant was concluded. Still, to provide some level of support, I did include about \$90K in the budget to assist with the RSJ students. There was no FY '24 budget contemplation covering the cost of food and housing for the peer mentors.

This re-designed approach to the pilot program, while designed as budgetarily sustainable for the 2023 cohort of RSJ learners and mentoring for 2 years, was met with dissatisfaction from the eliminated peer mentors. The dissatisfaction was because the peer mentors were not given notice in their pilot program on-boarding to understand the short-term nature of the pilot program and design expectations. Indeed, the peer mentors understood from college staff that they were “promised” continuing the pilot, in its current summer bridge design, for two full years, this despite the fact that we had only budgeted for stipends to help with mentoring only – not room and board.

Once I learned of this misunderstanding, I honored what they had been told by college staff, and reinstated the 2023 peer mentors, providing them once again with housing, meals, and employment through Spring 2024, with a renewing option through Spring 2025, if they remain qualified. As part of the reinstatement, I asked that the peer mentors were required to read and sign an agreement, reviewed by legal counsel, (which they all did sign), stating that they acknowledge the expected outcomes, employment terms, responsibilities, requirements, and accountability of the pilot program outlined in the agreement. I subsequently began scavenging for funds to amend the program budget to cover these new costs.

**Learnings from 2023 cohort experience:**

This scenario could have been avoided had the peer mentors been given the appropriate opportunity in their pilot program on-boarding to acknowledge their understanding of the potentially short-term nature of the pilot program, its expectations, and its contingencies. Procedures, communications, and management of the program were lax, and inconsistent with established student services admissions, enrollment, and support practices. There was not a connection between the program budget and actual operations. Student behaviors were challenging, with students stating they were unaware of requirements, such as curfew, etc. The

inclusion of 17-year-old minors in the program also created some anxiety insofar as they wanted to be in the general student population. It also appears that this important information was not conveyed to the students and parents and thus required security, whose job is to enforce the rules, to be the bearer of bad news.

**Going forward:**

In the summer of 2024, the summer bridge program will be expanded and re-marketed/promoted more broadly for both traditional and non-traditional learners to academically ready themselves for collegiate-level work. The program will be operated out of our Student Services department to ensure consistency with our college's policy and practice. Based upon our learnings from the pilot, mentoring will continue to be an important component of the summer bridge program, though it may be accomplished by both faculty and other mentors. A sufficient budget will be established for the program in the FY '25 budget. Residency will not be a requirement of the new, expanded program.

**Policy linkages and Implications:**

The following Board policies have either direct, or indirect application to our safety & security operations, as well as our summer bridge program.

Security & Safety Operations:

- EL-01 - Treatment of Learners – Safety for learners
- EL-02 - Treatment of Employees – safety; preparation for emergencies.
- EL-09 – Reporting of improper activities

Summer Bridge Program:

- EN-01 ENDS – innovative learning opportunities to prepare students, degree completion; diverse population support; and ancillary support.
- EL-01 Treatment of Learners – respectful and fair conditions; clear forms and procedures; informed learners; and appropriate notification.
- EL-03 Planning - proper planning and budgeting; organizational capacity.
- EL-07 Compensation & Benefits – promise or imply guaranteed employment.

Aside from the actions previously stated, as well as those that were put in place expeditiously and continue today, should the Board wish to amend its current policy, might I recommend this policy addition in red to policy EL-01 Treatment of Learners, during the next policy review cycle:

6.1 Permit learners participating in short-term programs (including, but not limited to College pilot and exploratory programs and services, short-term grant funded programs, short-term financial aid programs, and emergency response programs) to be without acknowledgment of the short-term nature of the program, its expectations and contingencies.

**INTERPRETATION**

Compliance will be demonstrated when:

All learner participants have signed a document, acknowledging the short-

term and pilot program and service structures, stating that they understand the program's limitations, as well as the learner's responsibilities and commitments for which they will be held accountable.

The interpretation is reasonable because it ensures written acknowledgement of expectations without obligating the College to unexpected operations expenses.

I appreciate the Board's request for the additional information concerning this instructional program and our safety and security practices.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
9.0 Information Requested by the Board 9.2 Millage Restoration Proposal Draft Presentation  ( <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
<b>Description:</b>
In preparation for the Board's upcoming millage restoration proposal on the November 7, 2023 ballot, I will walk the Board through a draft of the presentation we would use with our owners. <a href="#">A PDF draft can be found in the Resource Center of Diligent Boards.</a>
<b>Requested Board Action:</b>
Review the Millage Restoration Proposal presentation and offer questions or feedback.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
9.0 Information Requested by the Board 9.3 ACCT Annual Congress Preparations  ( <b>BOARD POLICY:</b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
<b>Description:</b>
In preparation for the Board's upcoming trip to the ACCT Leadership Congress in Las Vegas this October, time has been set aside to consider your itinerary, <a href="#">which can be viewed via the Resource Center of Diligent Boards</a> .  I'd like to also briefly review our time with the peer college CEO and Board for benchmarking purposes. Topics that we have posed include: <ul style="list-style-type: none"><li>• Challenges with Policy Governance</li><li>• Ownership Linkage</li><li>• Committee Usage</li><li>• Policy Review Process</li><li>• Monitoring Report Process:</li></ul> Topics that they have posed to us include: <ul style="list-style-type: none"><li>• Orientation in Carver Policy JC provides for new trustees</li><li>• Samples of JC's monitoring reports</li><li>• How JC connects with owners</li></ul>
<b>Requested Board Action:</b>
Review the ACCT Leadership Congress itinerary and offer questions or feedback.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
9.0 Information Requested by the Board 9.4 Next Regular Board Meeting Topics – October 16, 2023  <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<b>Description:</b>
This time has been set aside to help the Board anticipate topics for the next regular Board meeting (October 16, 2023). Below are currently anticipated topics: <ul style="list-style-type: none"> <li>• Policy Review: EL-04 Financial Conditions &amp; Activities</li> <li>• Policy Review: EL-08 Communication &amp; Support to the Board</li> <li>• Interpretations Review: EL-04 Financial Conditions &amp; Activities</li> <li>• Interpretations Review: EL-08 Communication &amp; Support to the Board</li> <li>• Evidence Review: EL-01 Treatment of Learners</li> <li>• Evidence Review: EL-02 Treatment of Staff</li> <li>• Survey Results Review: BCD-01 Unity of Control</li> <li>• Survey Results Review: GP-05 Role of Vice Chair</li> <li>• Survey Results Review: GP-08 Board &amp; Committee Expenses</li> <li>• FY'23 Financial Audit Report</li> </ul> <p>Please feel free to offer other agenda items at this point on the agenda.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of currently anticipated topics.
<b>Action Taken:</b>

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: September 11, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>10.0 Self-Evaluation of Governance Process &amp; Board Performance at this Meeting                  10.1 Principles of Policy Governance</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<b>Description:</b>
<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><a href="https://governforimpact.org/resources/principles-of-policy-governance.html">https://governforimpact.org/resources/principles-of-policy-governance.html</a></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Define particular areas for improvement in the governance process.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: September 11, 2023

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: September 11, 2023

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

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