

## **JACKSON COLLEGE REINTEGRATION TASK FORCE PROCEDURES**

Prior to your arrival to Central Campus but no earlier than the morning of, you will need to complete the **COVID-19 Health Screening**.

**Please review the Current Health Screening Questions that would stop you from coming to campus:**

- **In the past 14 days did you participate in any of the following:**
  - Attend a mass gathering like a sporting event, concert, or parade.
  - Travel on a cruise ship or river boat.
  - Travel with people who don't live with you via airplane, car, public transit etc.
- **In the past 14 days did you participate in any of the following:**
  - Go to a large social gathering like a wedding, funeral, or large party or gathering at someone's home
  - Visit a restaurant that exceeded 50% capacity or 100 people and others were not wearing masks during times other than eating
- Do you have any symptoms of COVID-19 (fever, cough, chills, shortness of breath, muscle aches, runny nose/congestion, sore throat, upset stomach, loss of taste or smell)
- Have you been in close contact with someone with COVID-19 in the last 14 days?

**Once on campus you will be directed to the COVID-19 Health Screening checkpoint:**

- You will have your temperature scanned
- We will check to see if you have completed the online Health Screening
- We will check to see if you have completed the mandatory COVID-19 training
- If you have completed the training and passed the Health Screening you will be admitted to campus for your approved areas.
- If you have not completed training, you will be asked to do so prior to entering
- If you have not completed the health screening you will be asked to do so prior to entering
- If you have a fever you will be asked to leave campus and follow up with your physician for clearance.

**Once on campus you must wear a mask and have your ID and badge in clear vision for others at all times.**

As of 4/19/21



**Jackson College  
Board of Trustees Meeting  
Regular Meeting - Monday, September 13, 2021  
6:30PM**



**AGENDA**

- 1.0 Call to Order & Pledge of Allegiance**
- 2.0 Consideration of Member Electronic Participation**  
N/A
- 3.0 Declaration of Conflict of Interest**
- 4.0 Adoption of Minutes**
  - 4.1 Regular Board Meeting of 08.09.21
- 5.0 Ownership Linkage**
  - 5.1 Public Comments (limit of 5 minutes per person)
  - 5.2 Board Comments
- 6.0 Monitoring Board Performance**  
N/A
- 7.0 Items for Decision**
  - 7.1 Governance Process
    - 7.1.1. Bylaws Review
  - 7.2 Executive Limitations
    - 7.2.1 EL – 03 - Planning
- 8.0 Consent/Required Approvals Agenda**  
N/A
- 9.0 Monitoring CEO Performance**
  - 9.1 EL-03 Executive Limitations Monitoring Report
  - 9.2 Presidents Evaluation [*Closed Session*] As provided by Public Act §15.268 Section 8, sub-section (a) to consider a periodic personnel evaluation of a public officer.
  - 9.3 Consideration of Presidents Contract
- 10.0 Information Requested by the Board**  
N/A
- 11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting**
  - 11.1 Principles of Policy Governance
- 12.0 Meeting Content Review**
- 13.0 Adjourn**

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: August 10, 2020</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed:</b>
2.0 Consideration of Member Electronic Participation
<b>Description:</b>
<p>As you are aware, the By-Laws of the Jackson College Board of Trustees provides for remote participation by individual members, though there are some caveats for doing so (You can review the By-Laws <a href="#">here</a>).</p> <p>More specifically, in section: <b>4. Meetings</b>, the following is provided regarding attendance and remote participation: “...All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication shall be permitted under the following circumstances:</p> <ul style="list-style-type: none"> <li>• A quorum of the Board shall be physically present at the meeting location;</li> <li>• Electronic participation must be approved by the majority of the Board...”</li> </ul> <p>This item is on the agenda for consideration of same.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of remote board meeting attendance by Trustees
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
3.0 Declaration of Conflict of Interest
<b>Description:</b>
Consistent with Board Policy and Bylaws, this item is placed on the agenda for members to formally consider, and disclose, any item on the agenda wherein they may have any apparent or actual conflict of interest.  Should a conflict be present, it is requested that the member note the item in question, and abstain from any action concerning said item.
<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>

<p style="text-align: center;"><b>BOARD OF TRUSTEES MEETING</b> <b>Action &amp; Information Report</b> Board Meeting Date: August 10, 2020</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed:</b>
4.0 Adoption of Minutes 4.1 Regular Board Meeting of 08.09.21
<b>Description:</b>
Attached are the minutes of the most recent meeting of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.
<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, Board Room  
August 9, 2021

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, August 9, 2021 at the Central Campus of Jackson College, Board Room

*Board Members Present:* Chairman, Sam Barnes; Vice Chairman, John Crist; Trustee; Philip Hoffman, Trustee, Matt Heins, Trustee Lake (Via Zoom) and Trustee Dr. Ed Mathein.

*Board Member Excused Absence:* Secretary, Sheila Patterson, and President Phelan

*Others Present:* Jeremy Frew, Cindy Allen, Kelly Crum, and Wendy Barnes

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

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

There were no conflicts of interest expressed by Trustees.

### **ADOPTION OF MINUTES**

The minutes of the Special Board Meeting of June 21, 2021 were reviewed by the Board. The minutes were moved into the record by Chairman Barnes, on behalf of the Trustees.

### **BOARD COMMENTS**

N/A

### **MONITORING BOARD PERFORMANCE**

N/A

### **BOARD CEO DELEGATION**

*Policy Review: Board Bylaws:* The Board held a review of the Board Bylaws and Chairman Barnes recommended that the Bylaws be updated regarding meeting location requirements and brought back to the Board for review and approval at the next meeting.

*Policy Review: E-01 Ends:* The Board held a review of E-01 Ends. No changes or corrections warranted at this time.

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

*Consideration of Award Presenters at Commencement:* Board discussed who would present the awards and they were assigned accordingly.

*Consideration of Liquor License:* Board agreed to the purchase of the liquor licenses for the Reverse Raffle (11.6.2021) and Sportsman Banquet (2-12-2022) to be held at Jackson College.

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

**MONITORING CEO PERFORMANCE** – Cindy Allen indicated that, regarding the President’s Annual Performance Evaluation, she would handle getting out surveys to the Board eight (8) days prior to the next Board meeting to ensure the results are received in time. She also reminded the Board that President Phelan has not had a secretary since Sara Perkin resigned.

**INFORMATION REQUESTED BY THE BOARD** – N/A for August

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

**MEETING CONTENT REVIEW**

**SPECIAL NOTE** – Trustee Hoffman requested an excused absence from the September Board Meeting

**ADJOURN**

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

Meeting adjourned at 6:43PM.

The foregoing minutes of the special meeting of the Board of Trustees held on Monday, June 21, 2021 were approved at the regular meeting of the Board held on August 9, 2021.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Chairman

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
5.0 Ownership Linkage 5.1 Public Comments (limit of 5 minutes per person)
<b>Description:</b>
<p>This item is placed on the agenda for citizens 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. Comments are limited to five (5) minutes, unless a significant number of people plan to speak, and, in that instance, the Chair may limit a person’s comments to less than five (5) minutes.</p> <p>When addressing the Board, speakers are asked be respectful and civil. Should speakers wish to address the Board on matters of an individual, personnel or student nature, they are requested to present such matters to the appropriate College department, in advance of presenting them to the Board.</p> <p>Be advised that, as an on-going practice, the Board does not respond in the Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees.</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: August 10, 2020



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

<b>Subject to be Discussed:</b>
5.0 Ownership Linkage 5.2 Board Comments
<b>Description:</b>
This item is placed on the agenda for Trustees to discuss non-action items for Board information and consideration.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from colleague Trustees wishing to address the Board.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
6.0 Monitoring Board Performance
<b>Description:</b>
No items for consideration for this month.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
n/a
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020

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

<b>Subject to be Discussed:</b>
7.0 Items for Decision 7.1 Governance Process 7.1.1 Bylaws Review
Linked for your review are the Board's current Bylaws. They can be viewed <a href="#">here</a> .  Included in this pack, on the subsequent page, are the proposed recommendations for change.  As a reference, the Board's schedule for policy review is defined within GP-03 Board Planning Cycle and Agenda Control, and can be viewed <a href="#">here</a>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration and approval of the Board's Bylaws with associated changes
<b>Action Taken:</b>



Governance Process	Ends
Board-President Delegation	Executive Limitations

Board By-Laws	
<b>Policy Type:</b>	N/A
<b>Title:</b>	By-Laws
<b>Date Adopted:</b>	11.11.94
<b>Version:</b>	2.0
<b>Review Cycle:</b>	Annually
<b>Last Reviewed:</b>	08.09.21
<b>Office Responsible:</b>	President
<b>Reviewing Committee:</b>	Board of Trustees

**Summary:**

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

**Bylaws:**

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

1. Name of the Organization:
  - a. The legal and official name of the organization shall be Jackson College.
  
2. Officers:
  - a. The organizational meeting for election of officers shall be held on the day and at the time prescribed by law.
  
  - ~~b.~~ Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a

period of two years. Each officer shall perform the legal duties of the office and such other functions as are designated by the Board of Trustees.

~~e.b.~~

3. ~~3.~~ Duties of Officers:

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

4. Removal of Officers

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

~~Removal of Officers~~

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

54. Meetings:

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

- a. **Regular Meeting Dates:** With the exception of February, July, and December, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. The February board meeting will be held on the first Monday of the month. No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the meeting.
- d. Service of the notices shall be accomplished by:

- i. Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

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

~~All meeting locations are properly noticed in accord with the prescription of law. With the exception of February, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the board of trustees. The February board meeting will be held on the first Monday of the month. No further notice of such meetings shall be required to be given to the members of the board.~~

a. ~~Regular Meetings:~~

~~Regular meetings of the board of trustees shall be held at the following locations for the months, days, and times noted:~~

~~Jackson College, Central Campus — January, February, March,  
2111 Emmons Road — May, June, September,  
Jackson, MI 49201 — October  
Potter Center board room~~

~~Jackson College @LISD Tech Campus — April  
1376 North Main Street  
Adrian, MI 49221~~

~~Jackson College, LeTarte Campus — August  
3120 West Carleton Road  
Hillsdale, MI 49242~~

~~Jackson College, Maher Campus — November  
3000 Blake Road  
Jackson, MI 49201~~

b. ~~Special Meetings:~~

~~Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any board member, by serving the members a notice of the time and place of the meeting.~~

~~Service of the notices shall be accomplished by:~~

- i. ~~Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.~~

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

c. Attendance at Meetings and Remote Participation:

All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication shall be permitted under the following circumstances:

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

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

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

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

d. Place of Meetings:

All Board meetings will be held within the College service area of Jackson, Lenawee and Hillsdale counties.

e. Adjourned Meetings:

Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.

f. Time Limit:

The time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.

65. Other Electronic or Remote Communications:

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

This requirement applies at all times, including by way of example, and not limited during the course of Board Meetings, except as noted in 65.c. above.

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

6. Committees of the Board:

a. Standing Committee – Audit:

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

b. Standing Committee – Ownership-Linkage:

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

c. Special Committee(s):

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

7. Minutes of Proceedings:

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

b. The minutes of the preceding meeting shall be approved by the Board and signed by the Board Chairperson ~~and the Secretary.~~

c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' shall be recorded.

d. The official minutes shall be bound and kept in the Office of the President's office of the College, as well as posted on the College website.

8. Records Available:

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

9. Quorum:

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

10. Compensation and Expenses:

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

11. Transaction of Business:

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

12. Order of Business:

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

1.0 Call to Order & Pledge of Allegiance

~~4.02.0~~ Consideration of Member(s) Electronic Participation

~~2.01.0~~ Adoption of Minutes

3.0 Declaration of Conflict of Interest

~~Adoption of Minutes~~

~~3.04.0~~

~~4.05.0~~ Ownership Linkage

~~5.06.0~~ Board Education Monitoring Board Performance

7.0 ~~ENDS~~ Items for Decision

~~6.0~~

~~8.00~~ Governance Process Items for Decision

~~9.0~~ Executive Limitations Items for Decision

~~10.0~~ Board Management Delegation Items for Decision

Consent/

~~11.0~~ Required Approvals Agenda

~~9.42.0~~ Monitoring CEO Performance

10.0 Information Requested by the Board

~~11.3.0~~ Self-Evaluation of Governance Process & Board Performance at this meeting

~~124.0 Information Requested by the Board Meeting Content Review~~

~~135.0 Adjourn~~

13. Amendments:

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

14. Rules of Order:

The latest edition of *Robert's Rules of Order: Procedure for Small Boards* shall govern the board in its deliberations, except where it is inconsistent with these bylaws or any applicable law. All members of the Board may vote on matters to be decided by the board unless excused by law.

15. Owner/Stakeholder Participation:

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

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

16. Conflict of Interest

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

- a. In the event of any duality of interest, or possible conflict of interest on the part of any governing Board Member, must so declare during the board meeting, and further, that member shall abstain from voting on those items wherein there is a conflict of interest.
- b. The foregoing requirement shall not prevent the governing Board Member from stating his or her position in the matter, nor from answering pertinent questions of any other Board Members, since his/her knowledge may be of assistance.

17. Governance Methodology:

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

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from President and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the President and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the President and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the President and Board	Chief of Staff
7/10/2017	8.0	Annual Review by President and Board	Chief of Staff
7/9/2018	9.0	Annual Review by President and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone Bylaws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
7.0 Items for Decision 7.2 Executive Limitations 7.2.1. EL – 03 Planning
Attached to this section on the Board pack for your review is the Executive Limitations Policy for Planning EL-03.  I am recommending some modest changes based upon our in-depth review of the policy and our ability to achieve evidence of compliance. (see attached). You will also note that I have included my interpretations of the policy.  As a reference, the Board’s schedule for policy review is defined within <u>GP-03 Board Planning Cycle and Agenda Control</u> , and can be viewed <a href="#">here</a>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration and approval of EL-03 Executive Limitations Policy and my interpretations.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Monitoring Report: EL – **03 Planning6 Investments**

Report Date: **09.13.21**

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board’s Executive Limitations Policy: “**InvestmentsPlanning**”. I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

05.10.21

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

Date

#### **POLICY STATEMENT:**

**The President shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board’s Ends. Further, without limiting the scope of the above statement by the following list, the President shall not:**

#### **INTERPETATION:**

I have fully interpreted “allocates resources in a way that risks fiscal jeopardy” in policy items #2, #3 (3.1, 3.2, 3.2.1, 3.2.1.2, 3.2.1.2), #4, #5, #6, #7, #8, and #9; and fully interpreted “allocates resources in a way that is not aligned with the achievement of the Board’s Ends” in policy items #1 (including 1.1) #9 (9.1) Compliance with these lower-level policy items constitute compliance with this policy.

- 1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.**

INTERPETATION:

Compliance will be demonstrated when the President's Strategic Agenda demonstrates a clear alignment from the ENDS policies through to operational priorities assigned to the Leadership Council which, in sum, is responsible for the total operational activity of the College.

EVIDENCE:

~~1.1. Permit planning that does not explain and justify assumptions, and identify relevant environmental factors.~~

**2. Permit budgeting for any fiscal period, or the remaining part of any fiscal period, that is not derived from the multi-year plan during that year.**

INTERPETATION:

Compliance will be demonstrated when the budget aligns with the current year in the three-year financial plan.

EVIDENCE:

**3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.**

I have partially interpreted prior year comparisons in 3.1 and partially interpreted separation of capital expenditures in 3.2. Compliance will be demonstrated by compliance with the lower-level policy items, as well as the following.

- a) Projected revenues from tuition and fees are based on a regression analysis of historical enrollment adjusted against current events and initiatives.
- b) Housing revenues are derived from prior year application analysis adjusted for current events.
- c) Property Tax revenue comes from property valuations and Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information shared from the MCCA and our lobbying firm.

- e) Contract training revenue, Potter Center Activity, miscellaneous revenue, Transfers Revenue are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions based on the sale of a meal plan being mandatory to live on campus.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster adjusted for labor agreement requirements and the addition of new staff to the budget.
- h) Services – Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other operating costs are derived from historical trends adjusted for current revenue assumptions.
- i) Transfers-Debt Services is derived from our debt repayment schedule for the required payments on outstanding obligations that year.
- j) Capital Equipment & Transfers are derived by the residual income over expenses after all other expenses are planned.
- k) The budget book includes facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the leadership council.
- m) The budget book includes planning assumptions.

This is reasonable because all budget items are derived in a way which is comparable to budget planning in other colleges of comparable size.

EVIDENCE

### **3.1 Omit prior year comparisons for departments.**

INTERPETATION:

Compliance will be demonstrated when there is a presentation of prior year activity and new year budget for operational departments as part of the College's general fund.

This is reasonable because year-end and the new budget are standard way of presenting prior year comparisons.

EVIDENCE:

- 3.2** ~~Provides less than the amount required to address critical deferred maintenance.~~ **Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.**

I have interpreted this policy in policy items 3.2.1, 3.2.1.1, and 3.2.1.2 below. Compliance with these items will constitute compliance with this policy.

- 3.2.1. Provide less than the amount required to address critical deferred maintenance.**

INTERPETATION:

I have interpreted the amount required to address critical deferred maintenance in policy items 3.2.1.1 and 3.2.1.2. Compliance will be demonstrated when there is compliance with 3.2.1.1 and 3.2.1.2.

- 3.2.1.1. Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.**

INTERPETATION:

Facilities maintenance is part of the capital budget. Compliance will be demonstrated when the total amount of plant transfers budgeted, debt, and transfers at year end, are at least 4.5% of the budgeted operating revenues.

EVIDENCE:

- 3.2.1.2. Less than 3.5% allocated for technologyelectronic and institutional equipment.**

INTERPETATION:

Technology and institutional equipment are part of the capital budget. Compliance will be demonstrated when the total for technology and institutional equipment is included in the 3.5% of the operating budget planned for capital equipment, year-end transfers, and debt.

EVIDENCE:

- ~~3.1.1. Less than 4.5% of the total operating budget allocated for plan and facilities maintenance.~~

- ~~3.1.2. Less than 3.5% allocated for electronic and institutional equipment.~~

**4. Permit financial planning that omits credible three-year pro-forma trend of revenues and expenses.**

INTERPETATION:

Compliance will be demonstrated when the budget book presentation includes a rolling three-year proforma that has alignment with the current year budget adjusted as the year's activities proceed.

EVIDENCE:

**5. Permit financial planning without a projected five-year facilities master plan.**

INTERPETATION:

The five-year facilities master plan is developed in support of ENDS achievement and financed through debt and transfers from the general operating activities of the College. Compliance will be demonstrated when the five-year facilities master plan is used as a basis for determining priorities in a current year along with changing conditions and available funding.

EVIDENCE:

**6. Permit planning that risks any situation or condition described as unacceptable in the "Financial Condition and Activities" policy.**

INTERPRETATION:

Compliance will be demonstrated when cash flow projections:

- a) Are based on timely payment of payroll (EL-04),
- b) Do not plan for the use of restricted or designated funds for other than purposes for which account was established.
- c) Project a year-end deficit.

EVIDENCE

- 7. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage**

INTERPETATION:

Compliance will be demonstrated when the budget for the Board's direct use is identified as a separate department in the budget and is approved by the Board as part of the adoption of the annual operating budget.

EVIDENCE:

8. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.

INTERPETATION:

Compliance will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

EVIDENCE:

- 9. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.**

INTERPRETATION: I have interpreted the building of organizational capacity sufficient to achieve ENDS in future years in policy items. Compliance will be demonstrated with compliance with those items, as well as the following.

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and
- b) Borrowing (i.e., debt service) does not exceed 10% of the annual operating expenses, which is consistent with the historical threshold previously used by the Board.

EVIDENCE:

**9.1 Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long-term.**

INTERPETATION:

- a) I interpret the 5 Leadership Council Members positions as key personnel which is reasonable because they cover all areas of the operation of the College. Compliance will be demonstrated when: Each Leadership Council Member has identified to the College President an interim successor.
- b) Each Council Member Successor is provided current operational information and has the opportunity to fill the responsibilities of the position from time to time.
- c) Each Council Member Successor is aware of their responsibility to the operations of the College and the leadership counsel.

EVIDENCE:

**9.2 Permit the College to be without sufficient organizational capacity and current information about President and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of President services.**

INTERPETATION:

I have partially interpreted sufficient organizational capacity in 10.2.1. Compliance with that policy as well as the following will demonstrate compliance with this policy.

- a) Minutes of the Leadership Council confirm that it regularly discusses current operations of the organization.
- b) The Leadership Council understands how the organization is evaluated under Policy Governance and is involved in the development of Board Monitoring Reports.

The interpretation is reasonable because it covers the two areas critical to continuity of the Presidents role; Operations of the College and support of the Board's assessment of organization performance

EVIDENCE:

**9.2.1 Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.**

INTERPETATION:

I interpret as that “the assumption of the operation of the organization” includes the same authority and responsibility as the President. Compliance will be demonstrated when:

- a) There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the President, for which each person is accountable during a temporary absence of the President of less than 6 months.
- b) When the two named successors, as determined by the President, are shared, in order, with the Board of Trustees.
- c) When the two named successors confirm their knowledge of their role as successor, and their responsibilities and accountabilities in the event of an absence.
- d) When the two named successors are required to attend monthly Board Meetings, Planning Sessions, and appropriate Board communications.

The interpretation is reasonable because it supports the Board’s ability to apply policy BMD-5 President Succession.

EVIDENCE:

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
8.0 Consent/Required Approvals Agenda
From time to time we are required to obtain Board approvals that are inconsistent with Policy Governance practice. We recognize these few instances in this agenda item.  No approvals are required at this time.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
N/A
<b>Action Taken:</b>

**TO:** Jackson College Board of Trustees

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: August 10, 2020</p>
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**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed:</b>
<p>9.0 Monitoring CEO Performance                  9.1. EL-03 Executive Limitations Monitoring Report</p>
<p>This is a new monitoring report for Planning, of which I am pleased to note that is in compliance with the Board’s Policy, and consistent with my interpretation of same.</p> <p>Special thanks to CFO Darrell Norris and Govern for Impact Consultant Rose Mercier, for their work with me to ensure that we have a well-established reporting format, data source selection, and content.</p>
<b>Resource Impact:</b>
<p>None</p>
<b>Requested Board Action:</b>
<p>Board consideration of, and agreement with my interpretation of the Planning Policy elements, and agreement with my policy compliance.</p>
<b>Action Taken:</b>
<p></p>



## Jackson College Board of Trustees

Monitoring Report:  
EL – **03 Planning6 Investments**

Report Date: **09.13.21**

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board’s Executive Limitations Policy: “**InvestmentsPlanning**”. I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

05.10.21

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

Date

### **POLICY STATEMENT:**

**The President shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board’s Ends. Further, without limiting the scope of the above statement by the following list, the President shall not:**

### **INTERPETATION:**

I have fully interpreted “allocates resources in a way that risks fiscal jeopardy” in policy items #2, #3 (3.1, 3.2, 3.2.1, 3.2.1.2, 3.2.1.2), #4, #5, #6, #7, #8, and #9; and fully interpreted “allocates resources in a way that is not aligned with the achievement of the Board’s Ends” in policy items #1 (including 1.1) #9 (9.1) Compliance with these lower-level policy items constitute compliance with this policy.

- 1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.**

INTERPETATION:

Compliance will be demonstrated when the President's Strategic Agenda demonstrates a clear alignment from the ENDS policies through to operational priorities assigned to the Leadership Council which, in sum, is responsible for the total operational activity of the College.

EVIDENCE:

A review of the Strategic Agenda on 08.11.21 confirms the operational activity in each respective Leadership Council Members area of responsibility is clearly aligned to each of the ENDS policies.

~~1.1. Permit planning that does not explain and justify assumptions, and identify relevant environmental factors.~~

**2. Permit budgeting for any fiscal period, or the remaining part of any fiscal period, that is not derived from the multi-year plan during that year.**

INTERPETATION:

Compliance will be demonstrated when the budget aligns with the current year in the three-year financial plan.

EVIDENCE:

This three-year pro-forma is provided to the Board, as evidenced in the Board's Spring Planning Meeting documents of 04.22.21 and the Regular Board Meeting documents of 06.14.21.

**3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.**

I have partially interpreted prior year comparisons in 3.1 and partially interpreted separation of capital expenditures in 3.2. Compliance will be demonstrated by compliance with the lower-level policy items, as well as the following.

- a) Projected revenues from tuition and fees are based on a regression analysis of historical enrollment adjusted against current events and initiatives.
- b) Housing revenues are derived from prior year application analysis adjusted for current events.
- c) Property Tax revenue comes from property valuations and Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information shared from the MCCA and our lobbying firm.

- e) Contract training revenue, Potter Center Activity, miscellaneous revenue, Transfers Revenue are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions based on the sale of a meal plan being mandatory to live on campus.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster adjusted for labor agreement requirements and the addition of new staff to the budget.
- h) Services – Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other operating costs are derived from historical trends adjusted for current revenue assumptions.
- i) Transfers-Debt Services is derived from our debt repayment schedule for the required payments on outstanding obligations that year.
- j) Capital Equipment & Transfers are derived by the residual income over expenses after all other expenses are planned.
- k) The budget book includes facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the leadership council.
- m) The budget book includes planning assumptions.

This is reasonable because all budget items are derived in a way which is comparable to budget planning in other colleges of comparable size.

**EVIDENCE**

	Field Code Changed
Revenue:	Budget Book Location
Tuition & Fees	pg7-9
Housing	pg3-5
Property Taxes	Pg 11
State Appropriations	pg 3-5
Contract Training	pg 3-5
Hospitality Services	pg 3-5
Expenses:	
Wages, Retirement & Benefits	pg 3-5
Services - Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other Operating	pg 3-5
Transfer - Debt Service	pg 3-5
Capital Equipment and Transfers	pg 3-5
Facilities Plan for Capital Expenditures	pg 15
Planning Assumptions	pg 3-5

**3.1 Omit prior year comparisons for departments.**

INTERPETATION:

Compliance will be demonstrated when there is a presentation of prior year activity and new year budget for operational departments as part of the College's general fund.

This is reasonable because year-end and the new budget are standard way of presenting prior year comparisons.

EVIDENCE:

A review of the current budget by the CFO on 08.11.21 shows that pages 20-35 include a prior year comparison.

**3.2 ~~Provides less than the amount required to address critical deferred maintenance.~~ Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.**

I have interpreted this policy in policy items 3.2.1, 3.2.1.1, and 3.2.1.2 below. Compliance with these items will constitute compliance with this policy.

**3.2.1. Provide less than the amount required to address critical deferred maintenance.**

INTERPETATION:

I have interpreted the amount required to address critical deferred maintenance in policy items 3.2.1.1 and 3.2.1.2. Compliance will be demonstrated when there is compliance with 3.2.1.1 and 3.2.1.2.

**3.2.1.1. Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.**

INTERPETATION:

Facilities maintenance is part of the capital budget. Compliance will be demonstrated when the total amount of plant transfers budgeted, debt, and transfers at year end, are at least 4.5% of the budgeted operating revenues.

EVIDENCE:

In the most recent budget, 0.16% of the operating budget was budgeted for plant transfer. The current operating budget has a debt service requirement of 10.0% which would aid in compliance with the 4.5%. the debt service is derived from the building and renovation of College facilities.

**3.2.1.2. ~~Less than 3.5% allocated for technology~~ electronic and institutional equipment.**

**INTERPETATION:**

Technology and institutional equipment are part of the capital budget. Compliance will be demonstrated when the total for technology and institutional equipment is included in the 3.5% of the operating budget planned for capital equipment, year-end transfers, and debt.

**EVIDENCE:**

In the most recent budget, 0.9% of the operating budget was budgeted for capital equipment. The current operating budget has a debt service requirement of 10.0% which would aid in compliance with the 3.5%.

~~3.1.1. Less than 4.5% of the total operating budget allocated for plan and facilities maintenance.~~

~~3.1.2. Less than 3.5% allocated for electronic and institutional equipment.~~

**4. Permit financial planning that omits credible three-year pro-forma trend of revenues and expenses.**

**INTERPETATION:**

Compliance will be demonstrated when the budget book presentation includes a rolling three-year proforma that has alignment with the current year budget adjusted as the year's activities proceed.

**EVIDENCE:**

This three-year pro-forma is provided to the Board, as evidenced in the Board's Spring Planning Meeting documents of 04.22.21 and the Regular Board Meeting documents of 06.14.21.

**5. Permit financial planning without a projected five-year facilities master plan.**

**INTERPETATION:**

The five-year facilities master plan is developed in support of ENDS achievement and financed through debt and transfers from the general operating activities of the College. Compliance will be demonstrated when the five-year facilities master plan is used as a basis for determining priorities in a current year along with changing conditions and available funding.

**EVIDENCE:**

A review of the prior year completed projects listing confirms the projects were in the five-year master plan.

**6. Permit planning that risks any situation or condition described as unacceptable in the “Financial Condition and Activities” policy.**

INTERPRETATION:

Compliance will be demonstrated when cash flow projections:

- a) Are based on timely payment of payroll (EL-04),
- b) Do not plan for the use of restricted or designated funds for other than purposes for which account was established.
- c) Project a year-end deficit.

EVIDENCE

- a) A review of the cashflow statement on 08.31.21 by the CFO confirms payroll is forecasted using the wages and benefits budgeted for the year.
- b) A review of board minutes for this reporting periods ending 6/30/2021 would show board approval for use of any restricted or designated funds planned for use in the budget.
- c) The board approved budget projects a balanced budget.

**7. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage**

INTERPETATION:

Compliance will be demonstrated when the budget for the Board’s direct use is identified as a separate department in the budget and is approved by the Board as part of the adoption of the annual operating budget.

EVIDENCE:

A review of the current budget, approved by the Board on 06.21.21 confirms that \$278,500 have been allocated for Board activities.

**8. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.**

INTERPETATION:

Compliance will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

EVIDENCE:

A review of the current budget confirms the projected year end income is \$719.

**9. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.**

INTERPRETATION: I have interpreted the building of organizational capacity sufficient to achieve ENDS in future years in policy items. Compliance will be demonstrated with compliance with those items, as well as the following.

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and
- b) Borrowing (i.e., debt service) does not exceed 10% of the annual operating expenses, which is consistent with the historical threshold previously used by the Board.

EVIDENCE:

- a) A review of the current three-year pro-forma includes the cost increase associated with the current labor agreements.
- b) A review of the three-year pro-forma confirms the cost of debt service is 9.1% in FY '22, 10.6% in FY '23, 8.5% in FY '24 and 8.4% in FY '25 of each years projected expenses.

**9.1 Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long-term.**

INTERPETATION:

- a) I interpret the 5 Leadership Council Members positions as key personnel which is reasonable because they cover all areas of the operation of the College. Compliance will be demonstrated when: Each Leadership Council Member has identified to the College President an interim successor.
- b) Each Council Member Successor is provided current operational information and has the opportunity to fill the responsibilities of the position from time to time.
- c) Each Council Member Successor is aware of their responsibility to the operations of the College and the leadership counsel.

EVIDENCE:

- a) Each Leadership Council Member confirmed on 8/11/2021 that they have an identified interim Successor to the President.
- b) Each Leadership Council Member confirmed on 8/11/2021 that they provide information to named successor about the current college operations and provide opportunity for them to fill positional responsibilities from time to time.
- c) Each named Successor confirmed on 8/13/2021 that they are aware of their opportunity and how to access current operations of the College.

**9.2 Permit the College to be without sufficient organizational capacity and current information about President and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of President services.**

INTERPETATION:

I have partially interpreted sufficient organizational capacity in 10.2.1. Compliance with that policy as well as the following will demonstrate compliance with this policy.

- a) Minutes of the Leadership Council confirm that it regularly discusses current operations of the organization.
- b) The Leadership Council understands how the organization is evaluated under Policy Governance and is involved in the development of Board Monitoring Reports.

The interpretation is reasonable because it covers the two areas critical to continuity of the Presidents role; Operations of the College and support of the Board's assessment of organization performance

EVIDENCE:

- a) A random sampling of the Leadership Council Meeting Minutes for the past year confirms there is a discussion of current operations in every meeting.
- b) Over the past year contributions to the monitoring reports has been made by 3 of 5 members.

**9.2.1 Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.**

INTERPETATION:

I interpret as that “the assumption of the operation of the organization” includes the same authority and responsibility as the President. Compliance will be demonstrated when:

- a) There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the President, for which each person is accountable during a temporary absence of the President of less than 6 months.
- b) When the two named successors, as determined by the President, are shared, in order, with the Board of Trustees.
- c) When the two named successors confirm their knowledge of their role as successor, and their responsibilities and accountabilities in the event of an absence.
- d) When the two named successors are required to attend monthly Board Meetings, Planning Sessions, and appropriate Board communications.

The interpretation is reasonable because it supports the Board’s ability to apply policy BMD-5 President Succession.

**EVIDENCE:**

- a) A review of administrative policies on 8/9/2021 confirmed that there is a documented succession plan.
- b) The President confirms that he has shared the two named successors with the Board of Trustees at their Fall 2020 Planning Session.
- c) The Senior Vice President and Provost confirmed on 8/9/2021 that they are aware they are named successors.
- d) A review of minutes confirmed the named successors present at the board meetings.

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
9.0 Monitoring CEO Performance 9.2 President 's Evaluation – [CLOSED SESSION REQUESTED]
<p>This time is set aside for my annual performance review. In accordance with Board Policy BCD – 04, the "...formal evaluation of the President will... [be] based on the achievement of the Board's <i>Ends</i> Policies and non-violation of its <i>Executive Limitations</i> policies." For a review of the full policy, find it <a href="#">here</a>.</p> <p>As provided by Public Act §15.268 Section 8, sub-section (a) to consider a periodic personnel evaluation of a public officer, I hereby request a closed hearing at this time for the above stated purposes. This requires a vocal affirmation by each member.</p> <p>Following the closed session, the Board will need to return to open session and declare such through a verbal affirmation.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Discussion of the performance of the President & CEO
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
9.0 Consideration of the President 's Contract
This time is set aside on the agenda for public discussion of any important elements of my performance, as well as any consideration for compensation as the Board determines.
<b>Resource Impact:</b>
Dependent upon Board action
<b>Requested Board Action:</b>
Board discussion and action, if needed.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: August 10, 2020



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

<b>Subject to be Discussed:</b>
10.0 Information Requested by the Board
No additional information was requested.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
N/A
<b>Action Taken:</b>

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: August 10, 2020</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed:</b>
11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting
<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 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: August 10, 2020



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

<b>Subject to be Discussed:</b>
12.0 Meeting Content Review
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: August 10, 2020



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

<b>Subject to be Discussed:</b>
13.0 Adjourn
Board action is required to adjourn the meeting.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Meeting Adjournment
<b>Action Taken:</b>
None