Jackson College
Board of Trustees Meeting
Regular Meeting - Monday, December 12, 2016
6:30PM

AGENDA

1.0 Call to Order

1.1 Determination of Quorum

2.0 Roll Call

3.0 The Pledge of Allegiance to the United States of America

4.0 Communications

4.1 Citizen Comments
4.2 Employee Comments
4.3 Board Comments
4.3.1 Conflict of Interest Recognition
4.4 Student/Student Government Comments
4.5 Consideration of Minutes
4.5.1 Regular Meeting Minutes of November 14, 2016
4.6 Marketing Report
4.6.1 Holiday Message

5.0 ENDS Performance Report

5.1 ENDS Board Monitoring Report: Safety Focused

6.0 Action Items

6.1 Second Reading
6.1.1 Board Members Code of Conduct
6.1.2 Budget/Forecasting
6.1.3 Board Monitoring Reports
6.2 Consideration of JPEC Governor Reappointments*

7.0 Information Items

7.1 First Reading
7.1.1 Financial Condition
7.1.2 Asset Protection
7.2 CEO and CFO Certification
7.3 President’s Report
7.3.1 Legislative
7.3.2 College Items
7.3.2.1 Upcoming College Events
7.3.2.2 HLC Visit: Dates and Team
7.3.2.3 Article: Boosting College Success Among Men of Color

8.0 Closed Session

As provided by Public Act §15.268, Section 8, sub-section (c) for purposes of discussing negotiations of union collective bargaining agreements.

9.0 Return to Open Session

10.0 Action Item

10.1 Consideration of Approval of Faculty Union Contract*

11.0 Adjournment
Institutional Dashboard: Key Performance Areas

- **Student Learning: Student Completion or Transfer**
- **Stakeholder Focus: Student Satisfaction**
- **Financial & Operational Stability: Cash Reserve Fund Ratio**

- **Valuing People: Employee Satisfaction**
- **Measuring Effectiveness: Externally Accredited Programs**
- **Leading & Communicating: Internal Communication Satisfaction**

Graphs and charts illustrating various metrics and targets over fiscal years.
<table>
<thead>
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<th>Subject to be Discussed and Policy Reference:</th>
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<tr>
<td>4.0 Communications</td>
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<tr>
<td><em>(BOARD POLICY: GOVERNANCE PROCESS: Governing Style)</em></td>
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### Executive Summary:

Jackson College Board of Trustee’s Governance Policy requires opportunities for communication with the Board. To that end, the following formal communication opportunities are provided.

- 4.1 Citizen Comments
- 4.2 Employee Comments
- 4.3 Board Comments
  - 4.3.1 Conflict of Interest Review
  - 4.3.2 Board Remarks
- 4.4 Student Comments

In addition, the following communications are provided on the agenda for meeting records and other operational communications:

- 4.5 Consideration of Minutes
  - 4.5.1 Regular Meeting Minutes of November 14, 2016
- 4.6 Marketing Report
  - 4.6.1 Holiday Message

### Resource Impact:

None

### Requested Board Action:

Approval of Board Meeting Minutes

### Action Taken:

None
REGULAR MEETING OF THE BOARD OF TRUSTEES  
Jackson College, Central Campus  
Jackson, Michigan  
November 14, 2016

The regular meeting of the Board of Trustees of Jackson College, Jackson County, Michigan, was held on Monday, November 14, 2016 in the Boardroom, on the Central Campus, 2111 Emmons Road, Jackson, Michigan.

Chairman Samuel Barnes called the meeting to order at 6:30 PM Daylight Savings Time (DST).

**Board Members Present:** Chairman, Samuel Barnes; Vice Chairman, John Crist; Treasurer, Donna Lake; Secretary, Sheila Patterson; Trustee, Matt Heins; and Trustee, Dr. Ed Mathein.

**Board Member Excused Absences:** Trustee, Philip Hoffman.

**Others Present:** Dr. Daniel Phelan, Cindy Allen, Jason Valente, Sara Perkin, Dotty Karkheck, Darrell Norris, Theresa Choate, Jay Ponagai, Alana Tuckey, Amelia Gamel, Michael Masters, Kelly Chambers, Tom Stewart, Kaiti McDonerly, Katherine McCubbins, Megan Malin, Dana Bradshaw, Angela Boos, John Smith, Aaron Donnersbach, Dr. Todd Butler, Sarah Keener, Jade Schoening, Alex Eccleton, Brya Libtaw, Lilli Miller, Kim Abbott and April Platt.

**COMMUNICATIONS:**

*Citizen Comments*  
There were no citizen comments.

*Employee Comments*  
Part time instructor April Platt shared that students from her COM 240 class were on hand to observe the meeting.

*Board Comments*  
There was no conflict of interest.

Trustee Lake commented that she recently attended a scholarship reception and shared that it was a wonderful event.

Trustee Patterson thanked the Board for their support during her recovery.

Chairman Barnes shared that he did a ride along with the Jackson Police Department and commented that he has high respect for the work that the officers do.

*Student/Student Government Comments*
Consideration of Minutes
The minutes of the regular Board meeting on October 10, 2016 and the fall planning session minutes of October 31, 2016 were moved into the record by Chairman Barnes on behalf of the Trustees.

Marketing Report
Ms. Dotty Karkheck, Director of Marketing, provided highlights from the Marketing report for the month and addressed questions from the Board.

College Feature
Assistant Professor Amelia Leighton Gamel presented her recent article in the MEA Publication the Voice.

ENDS Performance Reporting:

Student Learning Board Monitoring Report
Dr. Todd Butler, Dean of Arts and Sciences was on hand to present the key elements of the Student Learning Board Monitoring report and addressed questions from the board.

Audit Report
Michelle Fowler from Rehman was on hand to share the Annual Audit Report, which had no significant findings.

ACTION ITEMS:

Second Reading: Emergency Presidential Succession Plan and Compensation and Benefits
President Phelan presented the Emergency Presidential Succession Plan and Compensation and Benefits policies. MOTION BY TRUSTEE CRIST “To approve the Emergency Presidential Succession Plan and Compensation and Benefits policies as presented.” MOTION PASSED UNANIMOUSLY.

Consideration of New Members for the Foundation Board
Jackson College Foundation President Jason Valente shared the recommendation on behalf of the Foundation Board of Directors to appoint Rachel Brege and Joy Gebhardt to the Foundation Board. MOTION BY TRUSTEE PATTERSON “To appoint Rachel Brege and Joy Gebhardt to the Jackson College Foundation Board.” ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.

INFORMATION ITEMS:

First Reading: Board Members Code of Conduct, Budget/Forecasting and Board Monitoring Reports
President Phelan presented the Board Members Code of Conduct, Budget/Forecasting and Board Monitoring policies. All policies were moved to second reading status.

President’s Report
President Phelan provided an update on significant College initiatives, legislative and academic matters.

CLOSED SESSION:

As provided by Public Act §15.268, Section 8, sub-sections (a) to consider a periodic personnel evaluation of a public officer and (c) President Phelan requested a closed hearing for the purpose of discussing contract negotiations. MOTION BY TRUSTEE CRIST “To move into closed session for the purpose of discussing contract negotiations.” ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board moved into closed session at 7:21PM.

MOTION BY TRUSTEE CRIST “To move back into open session”. TRUSTEES PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 7:37PM.

ADJOURN:

MOTION BY TRUSTEE LAKE “To adjourn.” MOTION PASSED UNANIMOUSLY. Meeting adjourned at 7:38PM. ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, November 14, 2016 were approved at the regular meeting of the Board held on December 12, 2016.

_______________________
Secretary

_______________________
Chairman
Subject to be Discussed and Policy Reference:

<table>
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<tr>
<th>5.1</th>
<th>ENDS Board Monitoring Report: Safety Focused</th>
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<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
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</table>

Providing a safe learning and work environment is a top priority at the college and has promoted additional planning, simulation, equipment, and staffing. You'll note that, in addition to work completed to date, the months ahead will be further defined by additional training for employees on how to handle all types of emergency situations.

Cindy Allen, Vice President of Administration and Human Resources will be on hand to provide an initial overview of the report and answer any questions you may have.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
ENDs Monitoring Report
Safety and Security
December 12, 2016

Presented to:
Dr. Daniel J. Phelan, President
Jackson College Board of Trustees

Presented by:
Cindy Allen, Vice President of Admin & HR
Jeff Whipple, Safety/Security Specialist
I. Executive Summary

Over the past 12 months, the College hired Threat Suppression, Inc. to provide a threat assessment on both Central and Maher campuses. The College also devoted the entire Winter Convocation to mandatory safety and security training. The College also provided training to employees related to risk management, conducted an initial meeting of the Safety and Security Advisory Committee, upgraded and added lighting and security cameras behind Campus View #3 (CV3) and the Hangar, cleared the brush and invasive species on the southeast and east sides of central campus and added a walking patrol of Jackson Sheriff deputies during the weekdays.

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f)) is the landmark federal law, originally known as the Campus Security Act, that requires colleges and universities across the United States to disclose information about crime that occurs on and around their campuses. The Clery Act requires colleges and universities to publish an Annual Security Report (ASR) by Oct. 1 of each year, documenting three prior calendar years of select campus crime statistics. The College’s report is attached.

Providing a safe learning and work environment remains a top priority for the College, as research indicates that choosing a safe environment ranks highly on the list of considerations when students are choosing a higher education institution for their education. Also over the past year, the College expanded our relationship with the Jackson County Sheriff’s Office for additional professionals on our central campus during the daytime hours, complementing our full-time deputy during the overnight hours.

In February 2016, the College’s all-day Convocation focused on safety at the College as well as provided a risk assessment of Central Campus and Maher. We have spent the last six months implementing many of those recommendations.

The incident at the Hangar at the Ice Breaker Party for housing residents required immediate changes to some of our policies and procedures. Aside from clearing the brush and trees and adding cameras and lighting behind the Hangar, college policies were updated to reduce the number of visitors each resident was allowed, as well as limits on the number of people in a suite. Future College events for students were limited to only our students with an active Jackson College ID. Guests signing in to visit housing residents are now subject to random criminal background checks and law enforcement will be contacted if necessary. The major entranceways into student housing have also been narrowed for better control.

Cyber Security Awareness Training, an on-line interactive professional development for our employees, was offered. To date 389 Jackson College employees have completed this training. SANS Security Awareness training has recently been named leader in 2016 Gartner Magic Quadrant.
The Drug-Free Schools and Campuses regulations require that we conduct a biennial review of our alcohol and drug programs and policies to determine program effectiveness and consistency of policy enforcement. This review will allow us to identify and implement any changes needed. A committee, headed by Diane Fenby, HR Consultant and Title IX Investigator has met and will be conducting this review and issuing their report by the end of the calendar year.

II. Institutional Context

Jackson College is committed to providing a safe and secure environment for all employees, students and guests. We realize that in our changed reality, our employees must be trained and also made to feel comfortable and safe in their workplace. To that end, the College has benchmarked against other institutions and embarked on the following safety and security initiatives including:

- Maintaining and expanding our relationship with local, county and state police agencies. This cooperation includes Jackson County deputies on our campus as well as conversations/meetings, etc. on partnering for a full-scale training simulation;

- Ongoing assessment of campus risk, which has resulted in additional lighting and clearing of tall brush, trees and grass behind Campus View 2 and Campus View 3 and most recently, the Hangar. Additional cameras in those locations and a new software system will be used at College events to verify that the student is a current student and in good standing;

- Security Awareness Training, an on-line interactive professional development for our employees, was offered. To date 389 Jackson College employees have completed this training. SANS Security Awareness training has recently been named leader in 2016 Gartner Magic Quadrant;

- Safety and Security Emergency Procedures Quick Reference Guides, which have been posted in every classroom. These guides contain information on security and personal safety topics such as crime prevention, fire, safety, crime reporting and important phone numbers; and

- Installing new evacuation drawings at Maher Campus; and Walker Hall.

III. External Context

The College's Strategic Planning Council (SPC) normally conducts an external environmental scan related to safety and security on college campuses. Since the SPC is currently being revamped at present, we conducted our own scan and identified
several articles with the focus on national campus gun safety and awareness, as well as communication in case of emergency.

The following are best practices by other colleges (which have recently been best-ranked for their safety and security procedures): security escorts to anyone on campus (some colleges offer this service from sunset to sunrise), use of ID cards for entrance, text messaging alerts (automatic sign-up upon registration or employment), a required faculty escort for after-hour student facilities access, uniformed officers available 24 hours per day, car and foot patrols, self-defense seminars offered several times a year to students and employees, victim assistance programs, anonymous reporting online through an encrypted server, registers of offenders in the area, help phones, officers available at sporting events and extra-curricular activities, open-door policies for safety and security offices, newsletter updates, and a motorist assistant for flat tires or being locked out of cars. Jackson College has begun some of these initiatives.

Further challenges and opportunities are outlined below:

Continuing Challenges:

- National news consistently reports shooters on college campuses;
- Colleges seeks to provide awareness and training opportunities that are well-attended by students; and
- Student-initiated safety education often does not yield satisfactory spread of information.

Possible Opportunities:

- College campuses and security departments are taking a more proactive approach to providing a safe student environment;
- Safety training could increase feelings of security on campus.
- The College aims to organize awareness programs that address violence, sexual assault and stalking; and
- Regular audits are essential for IT, facilities, grounds, and emergency response plan.

IV. Institutional Performance Reporting and Assessment

Presented in the addendum of this report are the College’s last three years of Clery Act statistics. Also, noted below is a comparison of our Clery Act report compared to area community colleges that also have college-operated housing onsite. Not surprising, colleges with campus housing have an increased number of alcohol violations as well as larceny (Table 1).
### Comparison of Clery Violations of Community Colleges with Housing (Table 1)

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**Employee Training/Professional Development**: For 2015-2016, training and professional development opportunities related to security included active shooter training at winter convocation and cyber security month in October. During this month, marketing shared regular tips on online safety, addressing home and network security, information security, social media tips and ransomware. ‘Securing the Human’ training
was required for employees to complete as part of cyber security awareness; 425 employees completed the training: 249 employees, 159 adjuncts, and 17 IT technicians. This hour-long session with security is included in the College’s onboarding program for new employees.

**Awareness Programs:** Clery requires that awareness information is provided to students in order to keep them safe and alert. To this end, student programming is provided to all students, with examples below:

- Domestic Violence Forum
- Dating Violence Panel
- Take Back the Night Event (April 2017)

**Policies and Procedures:** A comprehensive review of the College’s security policies was completed in preparation for the College’s HLC visit, planned for February 2017. Most recently, the College is working on including our zero tolerance of hate crimes and bias within our student and employee behavioral expectations policy.

**Jackson College Health Clinic/Mental Health Counselor:** Jackson College partnered with LifeWays in the Fall of 2015 to provide mental health counseling for our students and employees. Kendra Kerenen, MA LLPC, a Lifeways counselor, is available to see patients two days per week. In this first year, Kendra counseled 42 patients. This number does not include the patients she saw at extension centers.

Lindsay Baker, Prevention and Wellness Coordinator for LifeWays, provided a brief overview on behavioral health issues for employees at Fall Convocation. The college is looking to schedule smaller sessions dedicated to this topic at Winter Convocation. The college also applied for the Garrett Lee Smith Campus Suicide Prevention Grant. Although unsuccessful, we will move forward with several of the educational components of the grant we submitted.

**Security Company:** The College is in year two of a three-year agreement with DK Security, a Grand Rapids-based contracted security company. They provide nearly 2,000 hours per month, both armed and unarmed, at Central Campus, Maher and Hillsdale. Additional time and patrols have been scheduled, particularly at events, and to cover an extended walking patrol. Their personnel are required to be trained to the Michigan Commission on Law Enforcement Standards (MCOLES) or an equivalent.

**Information Technology Systems:** October was National Cyber Security Awareness Month. This year Jackson College was selected as a NCASM Champion and an official STOP. THINK. CONNECT.™ Partner.

Information Technology and Marketing partnered to provide several professional development opportunities throughout the month of October to help employees learn more about current cyber security issues. Topics included: Home and Network Security, Information Security, Ransomware and Social Network Security.
Jackson College is actively using Securing the Human End User training for all adjuncts, part time and full time staff as well as Administrators. The online interactive training includes eight mandatory training videos and three recommended tutorials. At completion of the videos, employees are provided with a certificate. 

In an ongoing effort to encourage employees to be more vigilant in checking their emails for potential threats, JC Employees that alert the Solution Center to emails, such as email phishing scams, are entered into a drawing each month for a chance to win a $10 gift card to Subway, JC Bookstore or Continental Services.

Partnerships with Local Schools and Business: Jackson College continues to have shelter agreements in place with a regional medical care facility and schools for an emergency situation. This biannual agreement allows the nursing home and schools to use the College’s buildings and grounds for temporary patient/student housing in the event of an emergency.

MIOSHA (Michigan Occupational Safety & Health Administration): Jackson College has made Material Safety Data Sheets (MSDS) information available online to all employees. In addition, facilities is in the process of updating their cleaning chemicals data sheets.

Emergency Procedures Quick Reference Guide: The Jackson College Quick Reference Guide has been updated and is displayed in all classrooms and offices. It addresses procedures to follow in case of an emergency, such as an evacuation, fire, spill of hazardous substance, weapons on campus, bomb threats and severe weather alerts.

TIP Line: Jackson College continues to monitor the TIP line which notifies security of possible crimes that have occurred in our campus community. The system can also be used for anonymous reporting of crimes where the victim does not wish to prosecute the suspect, but the crime is of a serious nature and timely warnings should be provided for the safety of everyone on or around campus. Since few individuals have utilized this system, the College just signed a two year commitment with Tip411 to offer a web based application for receiving, responding to and managing anonymous web, text message and iPhone generated tips. We will also incentivize students by offering small rewards for individuals using the TIP Line that assists law enforcement with an investigation.

Campus Threat Assessment: Mike Clumpner, President of Threat Suppression Inc., was the keynote speaker for Winter Convocation 2016. Mike discussed the data that is available on school shootings in order to establish best practices security procedures. In addition to the presentation, Mike conducted a Campus Threat Assessment for both Central Campus and Maher Campus. The College received an overall “B” grade. Based on Mike’s recommendations, the College has implemented several recommendations from overt signage that security cameras are monitoring 24/7,
additional promotions for Nixle alert, more security monitoring through buildings, diligent about locking classrooms, offices, mechanical rooms and computers.

V. Institutional Performance Improvement Planning

New employees are introduced to safety and security through a video, Run, Hide, Fight: Surviving an Active Shooter Event. Also during orientation, the Emergency Procedures Quick Reference Guide is reviewed by the security staff as well as introduction to the building liaisons who work with security to handle emergency situations.

Since August 2014, we have contracted with the county to have a full-time Jackson County Deputy Sheriff assigned to the Central Campus. His hours and days of the week coincide with the pattern of the highest number of incidents on campus. This past year we have added daily walking patrols from Jackson Sheriff’s on Central Campus. Additional conversations are taking place on how to expand that relationship further.

Goals for 2017/2018:

Command Center: The College is relocating and expanding its command center location in the Hangar which will allow security to be proactive in using CCTV to monitor hot spots (including the Hangar) rather than using cameras as a reactive or retrospective tool. The Center will provide for increased campus monitoring, improved communications, expanded cooperation with local authorities, and provide for additional staffing.

Campus Sexual Assault Grant Application In October, Jackson College submitted a grant application in an effort to receive financial support to launch an expansive and cohesive sexual awareness and prevention program encompassing many educational and messaging methods for students, staff and community. Our campaign, “Be powerful, would arm students with knowledge, education and experience that will be powerful rather than powerless in the face of this problem. We were just notified that we did not receive the grant, but will be moving forward with an awareness and prevention program.

Winter Convocation 2018 will include breakout sessions on campus security; topics being considered include fire/medical/chemical spill training with Summit Fire Department; Chris Boulter from Blackman Township on messaging, body language, defusing situations and communication strategies; and Lindsay Sawyer from Lifeways on mental health issues specific to faculty and security personnel.

Professional Development Continuation and upgrade IT Training to interactive training and customized training for specific departments. MIOSHA sheets are current available on the facilities web site, access to our employees and the facilities personnel in charge of training/compliance for facilities recently attended OSHA Training. A least
two breakout sessions related to safety are planned for February’s convocation, a day entirely devoted to professional development.

**Safety and Security Advisory Committee:** This committee has been established and consists of Jackson College personnel and law enforcement officials from Summit, Blackman, Michigan State Police and the Jackson Sheriff’s Office. Additional collaborative efforts will be planned.

**Staffing:** Additional augmented staffing will be included in the FY ’17 for Board consideration; and

**Reduced Clery Act Data:** By virtue of many of the aforementioned initiatives, the College intends to reduce the number of experiences/incidents, as reported on Clery Act documents, by at least 10 percent over the next 12 months.

**VI. Conclusion**

Jackson College knows from its students, employees and guests that feeling safe on College campuses is extremely important. Safety and Security is also being measured as part of the Employee Climate Survey. The College administration, Critical Incident Team (CIT), security staff and employees understand that we are working in an ever-changing environment. Currently, we are implementing and maintaining best practices as it relates to information from Active Shooter experts. Through training and partnerships with many area law enforcement officials, the College will continue to make security and safety a priority.
VII. Appendix

Jackson College’s Annual Security/Fire Safety Report Statistics

<table>
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<th>CRIMES REPORTED</th>
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<td>TOTAL ON-CAMPUS (Includes CRF)</td>
<td>CAMPUS RESIDENTIAL FACILITIES (CRF)</td>
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<td><strong>LIQUOR, DRUG, WEAPONS LAW ARRESTS</strong></td>
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<td>NON-CAMPUS BUILDING OR PROPERTY</td>
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<td><strong>Student Disciplinary Referrals</strong></td>
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<tr>
<td>Dating Violence</td>
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<tr>
<td>Stalking</td>
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*Criminal offenses that manifest evidence of prejudice based on race, religion, sexual orientation, gender, disability, ethnicity, gender identity or national origin can be classed as Hate Crimes as prescribed by the Hate Crimes Statistics Act (28 U.S.C. 537).*
## Fire Report - Jackson Campus 2015

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<tr>
<th>Residential Facility</th>
<th>Total Fires Each Building</th>
<th>Fire Number</th>
<th>Cause of Fire</th>
<th>Number of Injuries due to the Fire</th>
<th>Number of Deaths related to the Fire</th>
<th>Value of Property Destroyed in Fire</th>
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TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
</table>
| 6.1 Second Reading:  
  6.1.1 Board Members Code of Conduct  
  6.1.2 Budget/Forecasting  
  6.1.3 Board Monitoring Reports  
  *(BOARD POLICY: MONITORING: Policy Governance)* |

<table>
<thead>
<tr>
<th>Executive Summary:</th>
</tr>
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<tbody>
<tr>
<td>The enclosed policy is presented for the Board's second reading consideration. All input to-date from the Board of Trustees has been incorporated in the policy presented, and recommendations for changes are highlighted in color for ease of review. There have been no additional changes proposed since the previous board meeting wherein this policy was proposed for consideration. The URL’s below may be helpful in referencing the existing policy.</td>
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</table>
| **Board Members Code of Conduct**  
**Budget Forecasting**  
**Board Monitoring Reports** |

<table>
<thead>
<tr>
<th>Resource Impact:</th>
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<tbody>
<tr>
<td>None</td>
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<tr>
<th>Requested Board Action:</th>
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<tbody>
<tr>
<td>Approval of revised policy recommendations.</td>
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</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
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<tbody>
<tr>
<td><strong>MOTION BY TRUSTEE HEINS</strong> “To approve the Board Members Code of Conduct, Budget/Forecasting and Board Monitoring Reports policies as presented.” <strong>MOTION PASSED UNANIMOUSLY.</strong></td>
</tr>
</tbody>
</table>
Board Policy

Policy Type: Governance Process
Policy Title: Board Members’ Code of Conduct
Policy Number: 0007
Date Adopted: 11/1/1994
Version: 5.0
Review Cycle: Annually
Date Last Reviewed: 11/9/2015
Office Responsible: President
Reviewing Committee: Board of Trustees
Related Policies: Board Job Description
Related Laws: Open Meetings Act

Policy Statement: Board Members’ Code of Conduct

The board commits itself and its members to ethical and professional conduct. This commitment includes proper use of authority and appropriate decorum when acting as board members.

Accordingly, the board is responsible for the following:

1. Board members must maintain unconflicted loyalty to the interests of the citizens of the College service area. This accountability supersedes any conflicting loyalty that a board member might have as an advocate or supporter of specific interest groups, or a member of another boards, or as an employee of another organization. This accountability supersedes the personal interest of any board member acting as an individual consumer of College services.

2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.
   a. There must be no self-dealing or any conduct of private business or personal services between any board member and the College except as procedurally controlled to assure openness, competitive opportunity and equal access to confidential information;
   b. Board members must not use their positions to obtain employment by the College, or for the furnishing of services or goods to the College for themselves, their family members, friends or associates;
   c. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation; and
   d. Board members will disclose, monthly their involvement with other
organizations, with vendors, or with any other associations which might produce a conflict.

e. Should a board member be considered for employment, she/he must temporarily withdraw from board deliberation, voting, and access to applicable board information. resign from the Board.

3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies:

a. Board members' interaction with the president, or with staff, must recognize the absence of authority by any individual board member or group of board members, except as noted above;

b. Board members' interaction with the public, press, or other entities must recognize the absence of authority by the board or board members to speak on behalf of the board of trustees, as this is the responsibility and role of the board chair; and

c. Board members will make no judgments of the president's or staff’s performance except as that performance is assessed by explicit board policies.

4. Board members shall consider community college publications, as well as participate in educational activities and professional development, including state, regional and national meetings, to enhance their ability to serve effectively as members of the College's governing board.

5. Board members will not permit themselves to be used to circumvent established lines of authority or interfere in the normal procedures for the processing of complaints or grievances within the College.

6. Board members will not violate confidentiality including discussions, which occur at legally held, closed meetings of the board. Additionally, board members will respect confidentiality as appropriate to issues of a sensitive nature.

7. Board members will not present an item for action or discussion at a board meeting that is not on the agenda.

8. Any violation of the above standards by any trustee shall be deemed to be unauthorized or not condoned by the board and may be subject to verbal and/or written sanctions by the Board.
Policy Statement: Budgeting Forecasting

Budgeting any fiscal year, or the remaining part of any fiscal year, shall not deviate materially from board ENDS priorities, risk fiscal jeopardy or be unrealistic in projections of income and expenses. No budget will become effective until approved by the board.

Accordingly, the president must propose a budget that includes the following:

1. Information to accurately project cash flow, revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.

2. A three-year projected future trend based upon estimated revenues and expenses.

3. A review of the budget and expenditures requested compared to the prior year, in detail and by department.

4. A projected five-year facilities plan.

5. A plan of operational expenditures in any fiscal year that does not disperse more funds than are conservatively projected to be received during that year.

6. Provide the annual operating funds for board prerogatives, such as fiscal audit, board development and training, board and committee meetings, and external reports.

7. Has a broad base of input.

8. Takes into account board ENDS priorities.

9. Includes a minimum of 4.5 percent of the total operating budget for plant and facilities maintenance, a minimum of 3.5 percent for electronic and institutional equipment, and an adequate amount for new program and course development, staff development and institutional research.
Policy Summary: Established Ends and Institutional Monitoring

The Jackson College Board of Trustees is accountable to fulfill its chartered, legal, ethical, and societal responsibilities. To that end, and to assure accountability and transparency of institutional performance toward key requirements the board utilizes policy governance to conduct its work. Within the policy governance design, the board establishes specific ENDS. These ENDS defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related statements embody the board's vision, values, beliefs and the organization's reason for being.

Furthermore, the board engages in active formal monitoring and inspection of organizational performance. Monitoring activities are used by the board to inform strategic direction, budget planning, identification of priorities for performance improvement, and for the evaluation of relative achievement of each stated ENDS goals.

Policy Statement

In order to provide area residents with learning opportunities that will enrich individual lives and contribute to the vitality of the community, the Jackson College board of trustees hereby sets forth as its statement of purpose for Jackson College, which shall be reviewed at least annually, the achievement of the following ENDS. The board shall adopt an annual schedule for performance review as noted below:

Defined Monitoring Elements

1. Balanced Scorecard: The board shall establish a balanced scorecard (BSC) at least annually. The BSC shall serve as a strategic planning and management tool used to align College activities to the mission, vision, beliefs and strategies of the institution, improve internal and external communications, and monitor Jackson College’s performance against strategic goals and board ENDS. The BSC shall be reviewed by the board monthly.
2. Financial Reporting: The board shall require the College administration to present a fiscal quarterly review of the institution’s financial position. The report shall summarize major revenue and expense lines, and include discussion regarding any budget variances greater than 2 percent for tuition and fees, property taxes, state appropriations, and salaries. Other categories of revenue and expenditures with variances in excess of 5 percent should also be included. Additionally, the report should include a revenue and expense statement, balance sheet, a statement of changes in fund balance, and a statement of cash and investments.

3. Strategic Plan Reporting: The board shall require the College administration to present a fiscal quarterly review of the institution’s advancement toward goals specified in the College’s strategic plan.

4. Routine Monitoring Reports: ENDS performance reports shall be prepared and presented to the Board as required. The reports will follow the Baldrige results reporting principles as outlined:

   **Accreditation** (presented in January): Jackson College validates the quality of its work, in part through third-party assessments of operations, performance, and outcomes at both institutional, as well as at programmatic and departmental levels within the institution. Key measures include: accreditation status, special filings, and program plans and goals.

   **Instruction** (presented in February): Jackson College is an educational enterprise devoted to the delivery of high quality education, achieved in part through the work of high-caliber instructional staff, market-driven instructional technologies, superior instructional spaces, and related support structures. Key measures include: new course development, ACS comparisons, instructional and other resources, and program currency.

   **Leadership** (presented in March): This key performance area includes the College’s performance and planning related to senior leadership and governance, which have the aim of demonstrating accountable, ethical decision making that fulfills the College’s mission and societal responsibilities to support its key communities. Key measures may include audit reports, accreditation results, service to the communities served, fair and equal access to resources and programs and facilities, and appropriate use of funds. Priorities for strategic consideration and planning include public policy advocacy, regulatory and compliance trends, and consideration and response to strategic challenges and advantages. Other considerations include: establishing vision, mission, or strategy, change leadership, coaching, employee evaluation, communication, stewardship, and planning.

   **Completion** (presented in April): Jackson College has a solid and institutionally aligned approach that increases the number of students who complete degrees, certificates, credentials of value in the workplace, and/or transfer to a baccalaureate-granting institution, in an effort to contribute to an educated United States citizenry
and a globally competitive workforce. Key measures include: assessment of common barriers, proven and promising practices, linkages among the systems that touch the lives of the students, clear accountability for retention, student persistence, student success and completion, credit and/or competency completion, attainment of credentials, transfer rates, placement rates, and change in institutional culture.

**Process** (presented in May): This key performance area examines the College’s principle systems and processes and considers their related results, which are intended to demonstrate effectiveness, efficiency and continuous improvement. Measures of process effectiveness and efficiency may include work system/process design and documentation; work system cycle time; improved productivity; and employee engagement in the process utilization. Environmental factors that significantly affect strategic planning include regulatory changes, increased expectations for accountability, reduced funding and industry trends driving the need for innovation.

**Finance** (presented in June): This key performance area considers the College’s primary budgetary, financial, and market results, which have the aim of demonstrating the College’s financial sustainability and market achievements. Key measures may include market share rates, revenue trends, and budget achievement. Projections and planning should consider legislative appropriation expectations, regulatory changes and market shifts. Core ratios essential to this report include: primary reserve ratio, viability ratio, return on net assets ratio, net operating revenues ratio, as well as the total composite financial indicator score.

**Workforce** (presented in July): This key performance area considers Jackson College’s human resource results, which have the aim of demonstrating how well the College has been creating and maintaining a productive, caring, loyal, engaging learning environment for all members of the workforce. Key workforce measures may include loyalty, satisfaction, demonstration of institutional beliefs, and engagement. Important environmental and internal trends to consider for planning include capacity and competency assessment, employee turnover and health, union contract status, retirement projections, the available work pool, and salary and benefit trends.

**International** (presented in August): Jackson College incorporates the rich dimensions of the cultural, lingual, and historical foundations of international people into its curriculum, employment, and operational practices in an effort to promote global understanding, communication, competency, and relations. Key measures include: student enrollment, course success, retention, completion or transfer, and demographics.

**Student/Customer** (presented in September): This key performance area examines Jackson College’s student and stakeholder performance results, which have the aim of demonstrating how well the College is satisfying students and stakeholders and engaging them in a sustaining relationship, as appropriate. Performance monitoring
measures should include satisfaction, dissatisfaction, engagement, loyalty, and level of achievement of student and customer expectations.

**Diversity** (presented in October): Jackson College is a diverse institution of higher education that embraces the unique gifts of employees, students, and the broader community with respect and appreciation, valuing individual differences in a safe, positive, and nurturing environment. Key measures include: The New Assessment Tool results, diversity center engagement, assessment of student learning (reflective of the College’s diverse student population), grade point average (GPA), retention and persistence, degrees and certificates awarded, engagement in Men of Merit and Sisters of Strength, and employment of persons of color in stratified positions of the College.

**Student Learning** (presented in November): This key performance area focuses on the drivers and outcomes of instructional process and may include measures of new programed service development, graduation rates, degrees conferred, GPA trends, and associate degree outcomes (ADOs) success rates. It should discuss what our students should learn and why, as well as what existing evidence the College possesses regarding student learning and achievement, and what the College has concluded from the evidence. Consideration is given to best and promising instructional practices and trends in learning and instruction. Special consideration should be given to academic progression.

**Safety** (presented in December): Jackson College, through all of its instructional delivery modalities, service and operational components, and its environs, provides clean, safe, secure, and comfortable settings for its students, residents, employees, and guests. Key measures include: Clery statistics/trends, annual calendars of drills and tabletops, employee and student safety perception, compliance for workplace and workforce safety, ADA reporting, and assessment of continuity-of-operations efforts to ensure the availability of data and information.

5. ENDS Monitoring Reporting Required Format:

   a. **Cover Page**: Use the provided cover page template (attached) for the monitoring reports. On the template, provide the following additional items: (a) title of the report; (b) name of the preparer(s); (c) the person(s) for whom the report is prepared (i.e., president and board of trustees); and (d) the date of the report.

   b. **Report Sections**: The following elements are to be included in the report. Please do not add additional sections, and please adhere to the page lengths as specified below:

   **Executive Summary** (one page or more): This section should fully utilize the page to depict the high points, achievements, concerns, and related issues in the report. In preparing this section, consider what the reader should take away, should they be unable to read the entire report.
Institutional Context (half a page or more): This section is reserved to provide a sense-making perspective of the report topic relative to the institution’s mission, strategic plan, and board ENDS within the context of higher education. Further, it should address how our work in this area is used to develop and shape our programs and practices, as well as evaluate their effectiveness.

External Context (half a page or more): This section should provide an assessment of the threats and opportunities facing the College. It should focus on the higher education industry, but also the larger environment in which the College operates. The proper analysis should also include an analysis of options.

Institutional Performance Reporting and Assessment (two pages or more): Jackson College’s institutional effectiveness is determined only through a demonstration of how well we succeeded in accomplishing our mission and meeting its overall objectives. This section represents the bulk of the report and should provide clear insight into the success/shortcomings of the College’s plans and effort, for the monitored issue for the previous year. The College’s experience and data should be evaluated against a set of criteria established in our balanced scorecards, the institutional strategic plan, and the previous year’s monitoring report. The intended purpose of this section is to assist the College in the allocation and alignment of employee efforts around what the College needs in order to drive institutional success. Use only minimal graphics and charts in this section, rather referring the reader to the appendix.

Institutional Performance Improvement Planning (one page or more): The institutional performance improvement plan section is designed to help clearly define action(s) both undertaken and planned over the next year, to help employees improve institutional performance, especially as it relates to this area of investigation and reporting. The performance improvement plan should identify operational and issues that need to be corrected. It should include specific action(s), goal(s) and timelines for corrective action. The content of this section will provide essential content to be integrated into the College’s strategic plan.

Conclusion (one page or more): This section assists the reader in understanding why the analysis and information contained herein, should matter to the organization and its improvement. In writing this section, answer the questions “I’ve read the report … so what?” and “Why should anyone care?” The final sentence or two should return to the original theme of the report.

Appendix (two pages or more): This section is reserved to provide a deeper insight into the report through the use of supplemental items (e.g., charts, graphs, article excerpts). In using graphs, they should be presented as ten-year trends. In some cases,
expanded text around particularly complex matters, legal matters, or other key issues relevant to the report topic, is appropriate for this section.
References:


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

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>6.2 Consideration of JPEC Governor Reappointments</th>
</tr>
</thead>
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(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)

Executive Summary:

At the November 7, 2016 JPEC Board of Governors meeting, the Governors approved the recommendation for the reappointment of Dr. Robert Rando, Dr. David Halsey and Cheryl Schantz. Terms for all three will expire on December 31, 2018. I have previously met with Dr. Rando, and intend to meet with Dr. Halsey on 12.08.16. Enclosed is a resolution for your consideration.

Resource Impact:

None

Requested Board Action:

Reappointment of JPEC Governors Halsey, Rando and Schantz.

Action Taken:

MOTION BY TRUSTEE MATHEIN “To reappoint Dr. Robert Rando, Dr. David Halsey and Cheryl Schantz to the Jackson College Board of Governors. All terms will expire on December 31, 2018.” MOTION PASSED UNANIMOUSLY.
REAPPOINTMENTS OF ROBERT RANDO, DDS, DAVID HALSEY, MD, AND CHERYL SCHANTZ 
TO THE JACKSON PREPARATORY & EARLY COLLEGE BOARD OF GOVERNORS

Recitals:

1. At its January 22, 2013 meeting, this board authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.

2. The number of positions on the JPEC Board of Governors is seven (7). This board has appointed and reappointed members to the JPEC Board of Governors.

3. The terms of Robert Rando, DDS, David Halsey, M.D., and Cheryl Schantz expire on December 31, 2016.

4. The JPEC Board of Governors and College President have recommended the reappointment of Robert Rando, DDS, David Halsey, MD, and Cheryl Schantz to terms that expire on December 31, 2018.

BE IT RESOLVED, That Robert Rando, DDS, David Halsey, MD, and Cheryl Schantz are reappointed to serve as members of the JPEC Board of Governors commencing upon the date upon which the oath of public office is taken and filed with Jackson College, and expiring on December 31, 2018.

Sheila Patterson 
Secretary

Dec. 12, 2016

Date
Recitals:

1. At its January 22, 2013 meeting, the Jackson College Board of Trustees authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.

2. The College Board of Trustees has appointed initial members to the JPEC Board of Governors, and has subsequently made changes in membership to the Board of Governors.

3. Pursuant to The Academy Board of Directors Table of Staggered Terms and Appointments, the terms of Year A members expire on December 31, 2016.

4. The Board of Governors finds it necessary to fill certain membership vacancies on the Board.

BE IT RESOLVED, That the JPEC Board of Governors submits the following names to the College as nominees for consideration for appointment to the Board:

| Expired/Vacant Term of: | Robert Rando, D.D.S. |
| Name of Nominee:        | Robert Rando, D.D.S. |
| Expired/Vacant Term of: | David Halsey, M.D.   |
| Name of Nominee:        | David Halsey, M.D.   |
| Expired/Vacant Term of: | Cheryl Schantz       |
| Name of Nominee:        | Cheryl Schantz       |

CERTIFICATION: I certify that the foregoing resolution was adopted by the JPEC Board of Governors at a properly noticed open meeting held on the 7th day of November, 2014, at which a quorum was present.

By: [Signature]

David Halsey, M.D. Board Secretary
Date: 11/7/14
# Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>7.1</th>
<th>First Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1.1</td>
<td>Financial Condition</td>
</tr>
<tr>
<td>7.1.2</td>
<td>Asset Protection</td>
</tr>
</tbody>
</table>

*(BOARD POLICY: MONITORING: Policy Governance)*

Enclosed are policies presented for your initial, first reading consideration. Where possible, I have conducted a benchmarking review of peer institutions that utilize policy governance, and noted recommendations for change.

Proposed changes are indicated in color. The following URL’s may be helpful to you in referencing existing board policies.

- Financial Condition
- Asset Protection

## Resource Impact:

None

## Requested Board Action:

Consideration of advancing the policies to the second reading.

## Action Taken:

Policies moved to second reading.
### Board Policy

<table>
<thead>
<tr>
<th>Policy Type:</th>
<th>Executive Limitations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Title:</td>
<td>Financial Condition</td>
</tr>
<tr>
<td>Policy Number:</td>
<td>0205</td>
</tr>
<tr>
<td>Date Adopted:</td>
<td>11/1/1994</td>
</tr>
<tr>
<td>Version:</td>
<td>5.0</td>
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<tr>
<td>Review Cycle:</td>
<td>Annually</td>
</tr>
<tr>
<td>Date Last Reviewed:</td>
<td>1/1/2016</td>
</tr>
<tr>
<td>Office Responsible:</td>
<td>President’s Office</td>
</tr>
<tr>
<td>Reviewing Committee:</td>
<td>Board of Trustees</td>
</tr>
<tr>
<td>Related Policies:</td>
<td>Contract Authority, Purchasing</td>
</tr>
<tr>
<td>Related Laws:</td>
<td></td>
</tr>
</tbody>
</table>

### Policy Summary: Financial Condition

With respect to the actual, ongoing condition of the College’s financial health, the president may not cause or allow fiscal jeopardy or a material deviation from the board-approved budget.

Accordingly, the president may not:

1. Expend more funds than have been received in the fiscal year without prior board approval.

2. Indebt the organization in an amount greater than can be repaid by otherwise unencumbered revenues within the current fiscal year or can be repaid from accounts previously established by the board for that purpose.

3. Expend funds from restricted or designated accounts, except for the purposes for which each account was established.

4. Fail to provide a quarterly report of the College's current financial condition to Trustees. Additionally, the president must provide a fiscal year-end report annually to the Board.

5. Make any purchase or commit the organization to any individual expenditure that deviates more than $50,000 from the approved budget, without board approval.

6. Make any purchase: (a) without prudent protection against conflict of interest; (b) of over $5,000 without having obtained at least three competitive bids, if available; (c) of over $10,000 without receipt of three sealed bids, if available, submitted on prepared specifications.

7. Make any purchase without compliance with, in order of priority, the following principles: (a) cost; (b) quality; (c) financial support provided to the College by bidders.

8. Accept gifts or grants which obligate the College to make future expenditures with funds other than those created by the gift or grant, without board approval, or that are not in the
best interest of the College to accept.

9. Operate without establishing and maintaining an adequate internal control structure, as well as procedures for financial reporting.

10. Allow the College’s monthly cash position to be below that which is needed to satisfy obligations in that single month.

11. Fail to maintain adequate combined operating fund balance reserves sufficient to provide for an average of two (2) months’ operating expenses, but not to exceed an amount greater than three (3) months.

12. Allow tax payments or other government-ordered payments or filings to be overdue or not filed.

13. Allow the College’s financial condition to jeopardize long-range financial requirements.
Policy Summary: Asset Protection

The president may not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the president may not:

1. Fail to insure against theft and casualty losses in amounts consistent with replacement values or against liability losses to board members, staff or the College itself, in amounts consistent with limits of coverage obtained by comparable institutions.

2. Allow unbonded personnel access to material amounts of funds.

3. Permit plant and equipment to be subjected to improper wear and tear or inadequate maintenance.

4. Unnecessarily expose the College, the board, or College staff to claims of liability.

5. Receive, process or disburse funds under controls which are not sufficient to meet audit standards.

6. Invest funds in noninterest-bearing accounts or make investments not permitted by Michigan law. Further, no investments shall be made without demonstrating, in order of priority, the following principles: (a) security of the investment; (b) receiving favorable, consistent interest on the investment; (c) favorable consideration of local financial institutions where aforementioned items (a) and (b) are relatively equal.

7. Acquire, encumber or dispose of real property without Board approval.

8. Fail to protect property, information and files from loss or damage.

9. Propose a budget without demonstrating contemplation of a three-year pro forma projection.
10. Fail to address critical deferred maintenance of the College’s physical plant. Critical deferred maintenance is any deferred maintenance that, if not corrected in the current budget cycle, places its building occupants at risk of harm, or the facility at risk of not fulfilling its functions.

11. Fail to make a good faith effort or to initiate programs to acquaint minority, women and veteran vendors with purchasing policies and procedures so that they may receive equitable consideration.

12. Fail to protect the College's trademarks, copyrights, and intellectual property interests.
Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>7.2 CEO and CFO Certification of Executive Limitations Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

Executive Summary:

The Board requires that the CEO and CFO comply with executive limitations as stated in the Board Policy manual.

The required certifications is enclosed for your review.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
CEO & CFO Certification

- I have reviewed the annual audit report;

- Based on my knowledge, the annual audit report does not contain any untrue statement of a material fact or omission of a material fact necessary in order to make the statements misleading;

- Based on my knowledge, the financial statements present in all material respects the financial condition, results of operations and cash flows;

- I have established and maintained internal controls, have designed such internal controls to ensure that material information relating to the college is made known to officers and others within the college, have evaluated the effectiveness of internal controls, and have presented in the report my conclusions about the effectiveness of my internal controls based on my evaluation;

- I have disclosed to the auditors and the Board all significant deficiencies in the design or operation of internal controls that could adversely affect the College’s ability to record, process, summarize and report financial data and have identified for the auditors any material weaknesses in internal controls;

- I have indicated in the report whether or not there were significant changes in internal controls or in other factors that could significantly affect internal controls, including any corrective actions.

Signature

Date
CEO & CFO Certification

- I have reviewed the annual audit report;
- Based on my knowledge, the annual audit report does not contain any untrue statement of a material fact or omission of a material fact necessary in order to make the statements misleading;
- Based on my knowledge, the financial statements present in all material respects the financial condition, results of operations and cash flows;
- I have established and maintained internal controls, have designed such internal controls to ensure that material information relating to the college is made known to officers and others within the college, have evaluated the effectiveness of internal controls, and have presented in the report my conclusions about the effectiveness of my internal controls based on my evaluation;
- I have disclosed to the auditors and the Board all significant deficiencies in the design or operation of internal controls that could adversely affect the College’s ability to record, process, summarize and report financial data and have identified for the auditors any material weaknesses in internal controls;
- I have indicated in the report whether or not there were significant changes in internal controls or in other factors that could significantly affect internal controls, including any corrective actions.

Signature

Date: 12/9/2016
**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President

### Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>7.3</th>
<th>President’s Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.3.1</td>
<td>Legislative</td>
</tr>
<tr>
<td>7.3.2</td>
<td>College Items</td>
</tr>
<tr>
<td>7.3.2.1</td>
<td>Upcoming College Events</td>
</tr>
<tr>
<td>7.3.2.2</td>
<td>HLC Visit: Dates and Team</td>
</tr>
<tr>
<td>7.3.2.3</td>
<td>Article: Boosting College Success Among Men of Color</td>
</tr>
</tbody>
</table>

*(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)*

---

I will provide an update of significant legislative matters as well as major college initiatives and a review of upcoming events.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None
Board Participation Sign Up Sheet

Please review the following list of JC & Community Events where your participation is encouraged.

- **JC Student Dance Performance**
  Friday, December 16, 2016
  7pm
  Potter Center Baughman Theatre

- **Jackson Chamber’s Diversity Breakfast**
  Friday, January 13, 2017
  7:30am
  Gene Davis & Sons (Francis St)

- **Jackson Chamber’s Annual Meeting**
  Thursday, January 26, 2017
  5:30pm – 9pm
  Potter Center Baughman Theatre

*Tickets are often required to these events so please RSVP to Sandra Phelan at 796-8473 at your earliest convenience.*
EVALUATION SUMMARY SHEET

1332  Jackson College
2111 Emmons Rd.
Jackson, MI 49201-8399

Primary Contact:
Dr. Daniel Joseph Phelan
President
Phone: (517) 740-7271
Fax: (517) 796-8630
dphelan@jccmi.edu

Secondary contact:
Mr. Rob Stirton
Executive Director of Institutional Effectiveness
Phone: (517) 796-8495
stirtoner@jccmi.edu

Evaluation Information

AQIP: Comprehensive Quality Review
Description: Comprehensive evaluation to include a Federal Compliance Reviewer.
Team is set.
Dates of Evaluation: 02/06/2017 - 02/08/2017
Length of Visit: 3
Number on Team: 5
Draft Report Due: 03/08/2017
Final Report Due: 04/05/2017
Action End Date:

Staff Liaison: Mary Vanis

Institution Demographics

Number of Programs:
Associates  39
Bachelors  1
Doctors  0
Masters  0
Specialist  0
Certificate  38
# Evaluation Summary Sheet

**Legal Status:** Public  
**Carnegie Class:** Bacc/Assoc Colleges: Mixed Bacc/Assoc

## Head Count:
- Full-time Undergrad: 2246  
- Part-time Undergrad: 3194  
- Full-time Graduate: 0  
- Part-time Graduate: 0

## Team

<table>
<thead>
<tr>
<th>Name/Title/Organization/City, State</th>
<th>Phone/Fax/Email</th>
</tr>
</thead>
</table>
| **Chair**  
Ms. Jill Carlson  
Director, Assessment and Accreditation  
Santa Fe Community College  
96 Canada del Rancho  
Santa Fe, NM 87508 | **Phone:** (505) 428-1715  
**Fax:**  
**Email:** jill.carlson@sfcc.edu |

| **Member**  
Dr. Reinhold Ray Hill  
Vice Chancellor and Dean  
Indiana University Purdue University Columbus  
PO Box 1067  
Columbus, IN 47202 | **Phone:** (812) 348-7226  
**Fax:**  
**Email:** reihill@iupuc.edu |

| **Member**  
Dr. Polly S. Owen  
Associate Vice President, Academic Affairs  
Columbus State Community College  
11490 Forest Ln. Ave  
Pickerington, OH 43147 | **Phone:** (614) 581-3023  
**Fax:**  
**Email:** pollyowen@att.net |

| **Member**  
Dr. Sarita Ann Rhonemus  
Director of Multi-locations and Regents Bachelor of Arts Degree Program  
Bluefield State College  
831 Augusta Street  
Bluefield, WV 24701-3912 | **Phone:** (304) 327-4491  
**Fax:**  
**Email:** sarhonemus@bluefieldstate.edu |

| **Member**  
Dr. John A Sanford  
Instructor  
Laramie County Community College  
3610 Bent Ave  
Cheyenne, WY 82001 | **Phone:** (307) 630-9927  
**Fax:**  
**Email:** wapitihome@bresnan.net |
Evaluation Summary Sheet
# PEER REVIEWER PROFESSIONAL DATA REPORT

**Ms. Jill Carlson**  
**Director, Assessment and Accreditation**  
**Santa Fe Community College**  
6401 Richards Ave.  
Santa Fe, NM 87508-4887  
Phone: (505) 428-1715  
Email: jill.carlson@sfcc.edu

## Educational Experience

<table>
<thead>
<tr>
<th>Major</th>
<th>Organization</th>
<th>Degree</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>History</td>
<td>University of Texas at Arlington</td>
<td>B.A. - Bachelor of Arts</td>
<td>1994</td>
</tr>
<tr>
<td>History</td>
<td>University of Texas at Arlington</td>
<td>M.A. - Master of Arts</td>
<td>1996</td>
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<tr>
<td>Special Education</td>
<td>Tarleton State University</td>
<td>Certificate</td>
<td>1998</td>
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</table>

## Employment Experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Organization</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Education Teacher</td>
<td>Great Falls Public Schools</td>
<td>1/1/2000</td>
<td>1/1/2002</td>
</tr>
<tr>
<td>Director of Library and Education Services</td>
<td>Lewis and Clark Trail Heritage Foundation</td>
<td>1/1/2003</td>
<td>1/1/2005</td>
</tr>
<tr>
<td>Director of Testing</td>
<td>San Juan College</td>
<td>1/1/2005</td>
<td>1/1/2010</td>
</tr>
<tr>
<td>Collections Manager and Archivist</td>
<td>Southern Ute Cultural Center and Museum</td>
<td>1/1/2010</td>
<td>12/31/2012</td>
</tr>
<tr>
<td>Director, Assessment and Accreditation</td>
<td>Santa Fe Community College</td>
<td>1/1/2013</td>
<td>12/31/2012</td>
</tr>
</tbody>
</table>

## Expertise Summary

**Academic**
- 13.0401 - Educational Leadership and Administration, General
- 13.0604 - Educational Assessment, Testing, and Measurement
- 13.0601 - Educational Evaluation and Research

**Administrative**
- Dean/Director Assessment/Institutional Research
- Dean/Director Planning
- Dean/Director Major Instructional Service

**Expertise Subject Area**
- Program Review/Evaluation
- Planning
- Program/Curriculum Design and Development
**Professional Data Report**

<table>
<thead>
<tr>
<th>Professional Data Report</th>
<th>Dean/Director Major Enroll Serv</th>
<th>Placement/Testing</th>
</tr>
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<tbody>
<tr>
<td>13.06 - Educational Assessment, Evaluation, and Research</td>
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<td>13.0301 - Curriculum and Instruction</td>
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<tr>
<td>13.1001 - Special Education and Teaching, General</td>
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<td>52.0213 - Organizational Leadership</td>
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<td>44.0502 - Education Policy Analysis</td>
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<td>13.1018 - Education/Teaching of Individuals in Junior High/Middle School Special Education Programs</td>
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<td>52.0206 - Non-Profit/Public/Organizational Management</td>
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**Consulting and Evaluating Experience (other than NCA-HLC)**

<table>
<thead>
<tr>
<th>Consulting Institution</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red Rocks Community College</td>
<td>Systems Portfolio</td>
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</table>

**Professional Affiliations**

**Organization**

- National College Testing Association
- Association of Tribal Archives, Libraries and Museums
- Society of American Archivists
- NASPA
- Lewis and Clark Trail Heritage Foundation
- Consortium of College Testing Centers
Professional Data Report

Dr. Reinhold Ray Hill  
Vice Chancellor and Dean  
Indiana University Purdue University Columbus

, IN  
Phone: (812) 348-7226  
Email: reihill@iupuc.edu

### Educational Experience

<table>
<thead>
<tr>
<th>Major</th>
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<th>Degree</th>
<th>Year</th>
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<tbody>
<tr>
<td>Communication Studies</td>
<td>Brigham Young University</td>
<td>B.A. - Bachelor of Arts</td>
<td>1994</td>
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<tr>
<td>English (Folklore)</td>
<td>University of Southwestern Louisiana</td>
<td>M.A. - Master of Arts</td>
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<tr>
<td>English (Folklore)</td>
<td>University of Missouri-Columbia</td>
<td>Ph.D. - Doctor of Philosophy</td>
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### Employment Experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Organization</th>
<th>From</th>
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</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>Ferris State University</td>
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<td>1/1/2004</td>
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<tr>
<td>Associate Professor</td>
<td>Ferris State University</td>
<td>1/1/2004</td>
<td>1/1/2011</td>
</tr>
<tr>
<td>Department Head for Languages</td>
<td>Ferris State University</td>
<td>1/1/2005</td>
<td>1/1/2007</td>
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<tr>
<td>English (Folklore)</td>
<td>Governor's State University</td>
<td>1/1/2011</td>
<td>6/30/2016</td>
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<tr>
<td>Interim Dean</td>
<td>Governor's State University</td>
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<td>6/30/2016</td>
</tr>
<tr>
<td>Professor of English</td>
<td>Governor's State University</td>
<td>1/1/2011</td>
<td>6/30/2016</td>
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<tr>
<td>Dean, College of Arts and</td>
<td>Governor's State University</td>
<td>1/1/2011</td>
<td>6/30/2016</td>
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<td>Sciences</td>
<td>Governor's State University</td>
<td>1/1/2011</td>
<td>6/30/2016</td>
</tr>
<tr>
<td>Vice Chancellor and Dean</td>
<td>Indiana University Purdue University Columbus</td>
<td>7/1/2016</td>
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### Expertise Summary

<table>
<thead>
<tr>
<th>Academic</th>
<th>Administrative</th>
<th>Expertise Subject Area</th>
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<tbody>
<tr>
<td>09.0101 - Speech Communication</td>
<td>Campus Dean/Director</td>
<td>General Education</td>
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<tr>
<td>and Rhetoric</td>
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<td>Program</td>
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<tr>
<td>45.99 - Social Sciences, Other</td>
<td>Other VP/VC or Executive Cabinet</td>
<td>Program</td>
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<tr>
<td>23.14 - Literature</td>
<td>Dean of Discipline-based Unit</td>
<td>Review/Evaluation</td>
</tr>
<tr>
<td>23.1301 - Writing, General</td>
<td>Department Chair</td>
<td>Community Services and Engagement</td>
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<td></td>
<td>Head/Director Other Major Function</td>
<td>Development/Fund Raising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Collective Bargaining</td>
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<tr>
<td></td>
<td></td>
<td>Research and Scholarship</td>
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</table>
**Professional Data Report**

<table>
<thead>
<tr>
<th>Faculty Evaluation,</th>
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</thead>
<tbody>
<tr>
<td>Development,</td>
</tr>
<tr>
<td>Promotion/Personnel</td>
</tr>
</tbody>
</table>

### Professional Affiliations

**Organization**

CCCC
# Professional Data Report

**Dr. Polly S. Owen**  
**Associate Vice President, Academic Affairs**  
**Columbus State Community College**  
P.O. Box 1609  
550 E. Spring St.  
Columbus, OH 43216-1609  
Phone: (614) 581-3023  
Email: pollyowen@att.net  
Sex: Female  
Ethnicity: White

### Educational Experience

<table>
<thead>
<tr>
<th>Major</th>
<th>Organization</th>
<th>Degree</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing</td>
<td>Ohio State University</td>
<td>B.S.N. - Bachelor of Science in Nursing</td>
<td>1975</td>
</tr>
<tr>
<td>Nursing</td>
<td>Ohio State University</td>
<td>M.S. - Master of Science</td>
<td>1988</td>
</tr>
<tr>
<td>Educational Policy and Leadership</td>
<td>Ohio State University</td>
<td>Ph.D. - Doctor of Philosophy</td>
<td>2001</td>
</tr>
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</table>

### Employment Experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Organization</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Vice President, Academic Affairs</td>
<td>Columbus State Community College</td>
<td>3/15/1982</td>
<td>5/15/2015</td>
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</tbody>
</table>

### Expertise Summary

**Academic**
- 51.3817 - Nursing Education  
- 51.38 - Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing  
- 13.04 - Educational Administration and Supervision

**Administrative**
- VP/VC Academic Affairs/CAO  
- Campus Dean/Director  
- Dean of Discipline-based Unit  
- Department Chair

**Expertise Subject Area**
- Assessment of Student Learning  
- Collective Bargaining  
- Faculty Evaluation, Development, Promotion/Personnel Program/Curriculum Design and Development

### Consulting and Evaluating Experience (other than NCA-HLC)

<table>
<thead>
<tr>
<th>Consulting Institution</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio State Board of Nursing</td>
<td>Program Review</td>
</tr>
</tbody>
</table>
Professional Data Report

Dr. Sarita Ann Rhonemus
Director of Multi-locations and Regents Bachelor of Arts Degree Program
Bluefield State College
219 Rock Street
Bluefield, WV 24701
Phone: (304) 327-4491
Email: sarhonemus@bluefieldstate.edu

Sex: Female
Ethnicity: White

Educational Experience

<table>
<thead>
<tr>
<th>Major</th>
<th>Organization</th>
<th>Degree</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary Education</td>
<td>Bluefield State College</td>
<td>B.S. - Bachelor of Science</td>
<td>1990</td>
</tr>
<tr>
<td>Adult Technical Education;</td>
<td>Marshall University</td>
<td>M.S. - Master of Science</td>
<td>1999</td>
</tr>
<tr>
<td>Counseling</td>
<td></td>
<td>Ed.S. - Education Specialist</td>
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<tr>
<td>Higher Education Administration</td>
<td>Marshall University</td>
<td>Ph.D. - Doctor of Philosophy</td>
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<td>Higher Education Leadership</td>
<td>Capella University</td>
<td></td>
<td>2011</td>
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</table>

Employment Experience

<table>
<thead>
<tr>
<th>Title</th>
<th>Organization</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Instructor</td>
<td>WV Network</td>
<td>1/1/2015</td>
<td>1/1/2016</td>
</tr>
<tr>
<td>Director of Multi-locations and Regents Bachelor of Arts Degree Program</td>
<td>Bluefield State College</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director of Outreach Programs</td>
<td>Bluefield State College</td>
<td>10/16/1994</td>
<td>12/31/2015</td>
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</tbody>
</table>

Expertise Summary

<table>
<thead>
<tr>
<th>Academic</th>
<th>Administrative</th>
<th>Expertise Subject Area</th>
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</thead>
<tbody>
<tr>
<td>13.06 - Educational Assessment, Evaluation, and Research</td>
<td>Head/Director Other Major Function</td>
<td>Enrollment Management/Retention/Completion</td>
</tr>
<tr>
<td>13.04 - Educational Administration and Supervision</td>
<td></td>
<td>Off-campus Programs and Sites</td>
</tr>
<tr>
<td>13.11 - Student Counseling and Personnel Services</td>
<td></td>
<td>Board of Trustees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community Services and Engagement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Grants and Sponsored Research</td>
</tr>
<tr>
<td></td>
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<td>Adult Degree Completion</td>
</tr>
</tbody>
</table>
Professional Data Report

Consulting and Evaluating Experience (other than NCA-HLC)

<table>
<thead>
<tr>
<th>Consulting Institution</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shawnee State University/OACHE</td>
<td>Gear Up</td>
</tr>
<tr>
<td>Appalachian Higher Education Network</td>
<td>College Access and Success</td>
</tr>
</tbody>
</table>

Professional Affiliations

Organization
- West Virginia College Access Council
- West Virginia Partners Assuring Student Success
- Leadership West Virginia
- National Council of University and Research Administrators
- Council for Advancement and Support of Education
- National Educational Opportunity Center Association
- WV Education Opportunity Program Personnel Association
- Council for Opportunity in Education
- Mid-Eastern Association of Education Opportunity Program Personnel
- West Virginia ACT Council
Professional Data Report

Dr. John A Sanford  
Instructor  
Laramie County Community College  
1400 E. College Dr.  
Cheyenne, WY 82007-3299  
Phone: (307) 630-9927  
Email: wapitihome@bresnan.net

<table>
<thead>
<tr>
<th>Educational Experience</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Major</strong></td>
<td><strong>Organization</strong></td>
</tr>
<tr>
<td>Psychology &amp; Philosophy</td>
<td>University of Kansas</td>
</tr>
<tr>
<td>Counselor Education</td>
<td>University of Florida</td>
</tr>
<tr>
<td>Counselor Education</td>
<td>University of Florida</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employment Experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td><strong>Organization</strong></td>
</tr>
<tr>
<td>Executive Director</td>
<td>Crisis and Information Helpline of Laramie County</td>
</tr>
<tr>
<td>Executive Director</td>
<td>LARICO Youth Homes</td>
</tr>
<tr>
<td>Instructor</td>
<td>Laramie County Community College</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expertise Summary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td><strong>Administrative</strong></td>
</tr>
<tr>
<td>42.99 - Psychology, Other</td>
<td>Department Chair</td>
</tr>
<tr>
<td>42.99 - Psychology, Other</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional Affiliations</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organization</strong></td>
<td></td>
</tr>
<tr>
<td>American Association of Marriage and Family Therapists</td>
<td></td>
</tr>
<tr>
<td>American Psychological Association</td>
<td></td>
</tr>
<tr>
<td><strong>Subject to be Discussed and Policy Reference:</strong></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>8.0 Closed Session</td>
<td></td>
</tr>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
<td></td>
</tr>
</tbody>
</table>

### Executive Summary:

As provided by Public Act §15.268, Section 8, sub-section (c) for purposes of discussing negotiations of union collective bargaining agreements.

I hereby request closed hearing at this time for the above purposes. I anticipate this discussion to take about 30 minutes. This requires an individual vocal affirmation.

Following the closed session the Board will need to return to open session and declare such thru a vocal individual affirmation.

### Resource Impact:

None

### Requested Board Action:

None

### Action Taken:

**MOTION BY TRUSTEE HOFFMAN** “To move into closed session for the purpose of discussing contract negotiations.” **ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.** The Board moved into closed session at 7:12PM.

**MOTION BY TRUSTEE HEINS** “To move back into open session”. **TRUSTEES PATTERSON, CRIST, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.** The Board reconvened to open session at 8:00PM.
TO: JC Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Consideration of Faculty Union Contract</td>
<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
</tr>
</tbody>
</table>

**Executive Summary:**

Dependent upon faculty union ratification of an agreement, and the results from the previous closed session, this time on the agenda has been set aside for possible board consideration of faculty union contract.

**Resource Impact:**

None.

**Requested Board Action:**

Possible Consideration of the Ratification of an agreed Faculty Union Contract.

**Action Taken:**

MOTION BY TRUSTEE MATHEIN “To approve the faculty union contract.” ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.