



Jackson College Board of Trustees

Monitoring Report: EL – 02 Treatment of Employees

[FULL COMPLIANCE]

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 EL-02: "Treatment of Employees". I certify that the information contained 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.

10.13.25

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

Date

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is non-merit-based, disrespectful, unsafe, disorganized, or otherwise interferes with College employees' abilities to do their jobs.

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

- 1. Allow employees to be without human resource policies.**
 - 1.1 Permit employees to be without adequate protection from harassment and bias.**
 - 1.2 Permit employees to be uninformed of the performance standards by which they will be assessed.**
 - 1.3 Permit employees to be without a means by which to file a grievance / complaint independent of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has Human Resource policies and procedures, as well as the two union contracts and administrative manual.
- b) There is a process for employees to present grievances and wrongful

conditions, including harassment and bias.

- c) All employees have clear and measurable performance goals each year.
- d) An Incident Reporting Form and anonymous tip line, independent of the College, are available to employees to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

EVIDENCE:

- a) On 10.02.25, the Human Resources Director verified that Human Resource policies and procedures, as well as the two union contracts and the administrative manual, clarify expectations and working conditions, and these documents were available to all employees on the Intranet.
- b) The Human Resources Director confirmed on 10.02.25 that there were clear processes for employees to present grievances and wrongful conditions, including harassment and bias. Reporting was available on Board of Directors page on the JC website at <https://www.jccmi.edu/about/leadership/board-of-trustees/file-complaint/> or on the Safety & Security page on the JC website at <https://www.jccmi.edu/department/safety-security/>.
- c) The Human Resources Director confirmed on 10.06.25 that measurable performance goals were established during the annual performance evaluation process between employees and their supervisor. These measurable performance goals can be found in the employee's personnel file in the People and Culture Office.
- d) The Human Resources Director confirmed on 10.02.25 that the College had an accessible Incident Reporting Form and anonymous tip line (i.e., 411). In addition, we entered into an agreement with Vector Solutions to provide an additional, expanded, anonymous solution, which was independent of College employee access. This new system has additional features such as a downloadable app. Other features include the ability for the user to send a note to our security so that they can monitor an employee walking to their car in the evening, which security can monitor in real time.

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

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no legally determined violations of union labor agreements.

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

EVIDENCE:

- a) The Human Resources Director confirmed on 10.02.25 that no grievances have been filed in the last 12 months. The College is in full compliance with this requirement.

3. Retaliate against any employee for non-disruptive expressions of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

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

EVIDENCE:

- a) The Human Resources Director confirmed on 10.02.25 that no formal complaints related to retaliation of any employees for non-disruptive expressions of dissent were filed with the Human Resources Office, or the College Attorney, nor were any tips entered on the anonymous tip line, that were deemed valid by legal counsel.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate professional development opportunities.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.

EVIDENCE:

- a) The Director of Compliance/Title IX Investigator confirmed on 10.02.25 that College employees completed 1,010 hours of mandatory on-line professional development training during this reporting period.

The Workforce Focus Committee planned, and the Chief Human Resources Officer confirmed on 10.02.25, that there were 1,320 hours of professional development for 220 employees for both Fall and Spring Convocations, for a total of 2,640 hours of professional development over this past reporting period.

On 10.06.25, the Chief Financial Officer confirmed that the College invested \$677,466.64 in FY '25 in support of Trustee, faculty, and employee professional development. This represents an increase of 34% from FY '24.

The Human Resources Director confirmed on 10.02.25 that planning began for the next Jackson College Leadership Academy with speakers and topics, with sign-up offered during the '26 Spring term for implementation Summer 2026.

The Jackson College Board of Trustees assessed this monitoring report and found that it demonstrated compliance with a reasonable interpretation of the policy at the regular Jackson College Board meeting on October 13, 2025.