AGENDA

1.0 Call to Order

2.0 Roll Call

3.0 Pledge of Allegiance

4.0 Communications
   4.1 Guest Comments (limited to 5 minutes per speaker)
   4.2 Board Items
       4.2.1 Conflict of Interest Recognition
       4.2.2 Board Comments
   4.3 Consideration of Minutes
       4.3.1 Regular Meeting Minutes of January 14, 2018
   4.4 Marketing Report

5.0 Consent Agenda

6.0 ENDs Performance Reporting
   6.1 Leadership Board Monitoring Report

7.0 Action Items
   7.1 Consideration of Recipient of 2019 Crockett Award
   7.2 Selection of Presenter’s for Commencement

8.0 Information Items
   8.1 Distinguished Service Award
   8.2 Policy Governance Professional Development
   8.3 First Reading
       8.3.1 By Laws
   8.4 President’s Report
       8.4.1 Foundation Update
       8.4.2 Legislative
       8.4.3 College Items
           8.4.3.1 Upcoming Events

9.0 Adjourn
## TCS2 Report - Retention

### Fall 2017 Cohort Retention Rates

<table>
<thead>
<tr>
<th></th>
<th>Fall 2017 Cohort*</th>
<th>Retained to Winter 2018 or Graduated**</th>
<th>Retained to Fall 2018 or Graduated***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>5,282</td>
<td>4,009</td>
<td>2,939</td>
</tr>
<tr>
<td>Retention Goal</td>
<td></td>
<td>90.00%</td>
<td>80.00%</td>
</tr>
<tr>
<td>Percent Retained</td>
<td></td>
<td>75.90%</td>
<td>55.64%</td>
</tr>
<tr>
<td>Variance between Retention Goal and Actual</td>
<td>-14.10%</td>
<td>-24.36%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Cohort Graduates</th>
<th>Percent of Fall 2017 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>170</td>
<td>3.22%</td>
</tr>
<tr>
<td>Winter 2018</td>
<td>317</td>
<td>6.00%</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>144</td>
<td>2.73%</td>
</tr>
<tr>
<td>Total</td>
<td>631</td>
<td>11.95%</td>
</tr>
</tbody>
</table>

*The Fall 2017 Cohort excludes Guest Students and non-credit enrollments.  
** Includes Cohort students graduating in Fall 2017.  
***Includes Cohort students graduating in Fall 2017, Winter 2018 or Spring 2018.

### Fall 2016 Cohort Retention Rates

<table>
<thead>
<tr>
<th></th>
<th>Fall 2016 Cohort*</th>
<th>Retained to Winter 2017 or Graduated**</th>
<th>Retained to Fall 2017 or Graduated***</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>5,362</td>
<td>4,043</td>
<td>2,973</td>
</tr>
<tr>
<td>Retention Goal</td>
<td></td>
<td>90.00%</td>
<td>80.00%</td>
</tr>
<tr>
<td>Percent Retained</td>
<td></td>
<td>75.40%</td>
<td>55.45%</td>
</tr>
<tr>
<td>Variance between Retention Goal and Actual</td>
<td>-14.60%</td>
<td>-24.55%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Cohort Graduates</th>
<th>Percent of Fall 2016 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2016</td>
<td>156</td>
<td>2.91%</td>
</tr>
<tr>
<td>Winter 2017</td>
<td>322</td>
<td>6.01%</td>
</tr>
<tr>
<td>Spring 2017</td>
<td>135</td>
<td>2.52%</td>
</tr>
<tr>
<td>Total</td>
<td>613</td>
<td>11.43%</td>
</tr>
</tbody>
</table>

*The Fall 2016 Cohort excludes Guest Students and non-credit enrollments.  
** Includes Cohort students graduating in Fall 2016.  
***Includes Cohort students graduating in Fall 2016, Winter 2017 or Spring 2017.
- Pass includes grades of 2.0 and higher, or a Passing (P) grade.
- Fail includes grades of less than 2.0, or a Failing (F) grade.
- Withdrawal is a Grade of Withdraw (W).
- Grades of Incomplete (I), Audit (Y), and Withdrawal Exception (WX) have been excluded from this report.
## TCS2 Report - Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Headcount</th>
<th>Credit Hours</th>
<th>Billing Contact Hours (BCH)</th>
<th>% of Total BCH</th>
<th>Semester BCH Goal</th>
<th>% of Semester BCH Goal Met</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall 2018</strong></td>
<td>5,217</td>
<td>45,890.00</td>
<td>49,171.42</td>
<td>50.35%</td>
<td>53,168.00</td>
<td>92.48%</td>
</tr>
<tr>
<td><strong>Winter 2019</strong></td>
<td>5,011</td>
<td>42,937.50</td>
<td>45,936.82</td>
<td>47.03%</td>
<td>48,442.00</td>
<td>94.83%</td>
</tr>
<tr>
<td><strong>Spring 2019</strong></td>
<td>342</td>
<td>2,324.00</td>
<td>2,559.00</td>
<td>2.62%</td>
<td>16,540.01</td>
<td>15.47%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>10,570</td>
<td>91,151.50</td>
<td>97,667.34</td>
<td>100.00%</td>
<td>118,150.01</td>
<td>82.66%</td>
</tr>
</tbody>
</table>

### Billing Contact Hours by Course Location*

*Courses with No Location or Other have been removed from the results.

**Jackson County location primarily includes sections at the Jackson College Flight Center, clinical sites, Jackson Area Career Center and Jackson county high schools.
Subject to be Discussed and Policy Reference:

4.0 Communications  

(BOARD POLICY: GOVERNANCE PROCESS: Governing Style)

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 Guest Comments (limited to 5 minutes per speaker)  
4.2 Board Items:  
   4.2.1 Conflict of Interest Recognition  
   4.2.2 Board Comments

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

4.3 Consideration of Minutes  
   4.3.1 Regular Meeting Minutes of January 14, 2019  
4.4 Marketing Report

Resource Impact:

None

Requested Board Action:

Approval of Board Meeting Minutes

Action Taken:

None
The regular meeting of the Board of Trustees of Jackson College was held on Monday, January 14, 2019 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson, Michigan 49201.

Assistant Secretary Sara Perkin called the meeting to order at 6:30PM Eastern Standard Time.

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

**Others Present:** Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jeremy Frew, Jason Valente, Jim Jones, Michael Masters, Lee Hampton, Randy Bentley, Dr. Dennis Baskin, Alana Tuckey, Teresa Choate, Dr. Todd Butler, Kelly Crum, Heather Bateman, Jolene Chapman, Chas Lietaert, Brittany Riggins, Liz Andrews and Dotty Karkheck.

**BOARD REORGANIZATION**

Assistant Board Secretary Sara Perkin asked for nominations for the position of Board Chair.

**MOTION BY TRUSTEE CRIST** “To elect Sam Barnes as Chair.” **ROLL CALL VOTE WITH TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE.** MOTION PASSED UNANIMOUSLY.

Assistant Board Secretary Sara Perkin subsequently passed stewardship of the remainder of the Board reorganization and the balance of the board meeting to the recently elected Chairman Barnes.

**MOTION BY TRUSTEE HOFFMAN** “To elect John Crist as Vice Chair” **ROLL CALL VOTE WITH TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE.** MOTION PASSED UNANIMOUSLY.

**MOTION BY TRUSTEE CRIST** “To elect Donna Lake as Treasurer” **ROLL CALL VOTE WITH TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE.** MOTION PASSED UNANIMOUSLY.

**MOTION BY TRUSTEE HEINS** “To elect Sheila Patterson as Secretary” **ROLL CALL VOTE WITH TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE.** MOTION PASSED UNANIMOUSLY.
MOTION BY TRUSTEE HOFFMAN “To appoint Vice President Darrell Norris as Assistant Treasurer to the Board and Sara Perkin as Assistant Secretary to the Board.”

ROLL CALL VOTE WITH TRUSTEES HOFFMAN, PATERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.

COMMUNICATIONS
Visitor Comments
There were no visitor comments.

Board Comments
There were no conflicts of interest.

Trustee Hoffman requested the opportunity to phone in for the February 4th meeting. Trustee Patterson requested an excused absence for the February meeting. [Note: This will require board action at the February meeting].

Consideration of Minutes
The minutes of the regular Board meeting on November 12, 2018 were moved into the record by Chairman Barnes on behalf of the Trustees.

Marketing Report
Dotty Karkheck, Director of Marketing provided the marketing report and addressed questions from the Board.

ENDS PERFORMANCE MONITORING REPORT
Treasurer's FY 2019 Q2 Report
Darrell Norris, Vice President of Finance provided an overview of the 2nd quarter financial report and addressed questions from the Board.

Student Learning
Dr. Kate Thirolf, Vice President for Instruction at Jackson College, presented the Student Learning ENDS Monitoring Report. She provided highlights of the report on a PowerPoint slide deck and addressed questions from the Board. A complete copy of the report is located on the Board’s webpage: https://www.jccmi.edu/institutional-research/performance-monitoring/

Resource Stewardship
Darrell Norris, Vice President of Finance presented the Resource Stewardship ENDS Monitoring Report. He provided highlights of the report on a PowerPoint slide deck and addressed questions from the Board. A complete copy of the report is located on the Board’s webpage: https://www.jccmi.edu/institutional-research/performance-monitoring/

ACTION ITEMS
Consideration of JPEC Board of Governor Reappointments
Vice President Allen presented for consideration the reappointments of JPEC Governors Hogwood, Halsey and Schantz. MOTION BY TRUSTEE CRIST “to approve
the reappointment of JPEC Governors Hogwood, Halsey and Schantz" MOTION PASSED UNANIMOUSLY

Selection of Representative for Outstanding Award Committees
Cindy Allen presented the opportunity for a Board member to serve on the Outstanding Award Committee(s). Trustee’s Lake, Mathein, Heins and Hoffman volunteered to sit on the various committees.

Consideration of Summer Retreat and Fall Planning Session Dates
Sara Perkin, Assistant Board Secretary asked the Board to consider June 21, 2019 for the Summer Retreat and November 6, 2019 for the Fall Planning Session. MOTION BY TRUSTEE HEINS “to approve June 21, 2019 for the Summer Retreat and November 6, 2019 for the Fall Planning Session dates” MOTION PASSED UNANIMOUSLY.

INFORMATION ITEMS
Board Self Evaluation Results
Chairman Barnes provided an overview of the Board’s 2018 Self-Evaluation results. Overall, results were positive and consistent with those of the prior year.

Consideration of Distinguished Service Nominations
Chairman Barnes reminded the Board that formal consideration and selection of the Distinguished Service Award recipient each year occurs at the March Board Meeting, and that Trustees should submit their nominations to the President or Assistant Board Secretary up until the end of February. Trustee Mathein shared three names for potential consideration; Marvin Swanson, Rob Rando and William Abbott. Trustee Hoffman shared two additional names for consideration; Lloyd Ganton and Tom Draper. Information for each candidate will be put together and shared with Trustees for review by the March Meeting.

Presidents Report
Jolene Chapman provided a brief update on the JAC3 program, as well as the College’s conversations with JAMA.

Cindy Allen, Vice President of Administration, shared information on upcoming events.

ADJOURN
MOTION BY TRUSTEE HOFFMAN “To adjourn.” MOTION PASSED UNANIMOUSLY,
Meeting adjourned at 7:24PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, January 14, 2019 were approved at the regular meeting of the Board held on February 4, 2019.

_______________________
Secretary
<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0 Consent Agenda</td>
</tr>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

I am suggesting the addition of the ‘Consent Agenda’ as part of the prescribed agenda outline consistent with Policy Governance Practice. The Consent Agenda is a part of board agendas that include decisions the Board has already delegated to the CEO, but that an outside authority requires the Board to make. All items can be voted together, or a Trustee may request an item to be pulled from Consent consideration for separate deliberation and separate voting consideration.

You will notice that this recommended change is included in the By-Laws under first reading. There is no proposed consent items for consideration at this meeting.

<table>
<thead>
<tr>
<th>Resource Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>
**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>6.1</th>
<th>ENDS Board Monitoring Report: Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>(<strong>BOARD POLICY</strong>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
<td></td>
</tr>
</tbody>
</table>

This month’s Monitoring Report on Leadership focuses on the performance of the College’s Leadership, as well as all employees across the organization. The enclosed Monitoring Report includes many aspects of leadership development activities that exist within the College, as well as the continued intense focus on growth and development opportunities for all employees as we remain focused on Total Commitment to Student Success (TCS²).

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None
ENDs Monitoring Report

Leadership

February 4, 2019

Presented to:
Jackson College Board of Trustees

Presented by:
Dr. Daniel J. Phelan, President
Sara Perkin, Chief of Staff
Board Policies:

ENDS Formal Inspection (Monitoring) Reporting: Performance reports shall be prepared and presented to the Board for each of the ENDS as outlined below. These ‘Monitoring Reports’ shall enable the Board to know the degree to which a reasonable interpretation of its ENDS and EXECUTIVE LIMITATIONS policies is being fulfilled. Consequently, the Board shall seek in the Monitoring Reports answers to two questions; (1) Has the College President made a reasonable interpretation of the Board’s policies; and (2) Do the data demonstrate accomplishment of that interpretation. Failing either constitutes a policy violation. In the Monitoring Report then, the Board should expect to see the College President’s interpretations along with justifications for the Board to find them reasonable. The Board must fairly, but rigorously, decide whether the College President’s case is convincing. Also in the report, the Board should expect to see data purported to demonstrate achievement of those interpretations. Again, the Board must fairly but rigorously decide whether the data credibly prove compliance.

First Team Leadership Monitoring: This key performance area includes the College’s performance and planning related to senior leadership development and governance, which have the aim of demonstrating accountable, ethical decision making that fulfills the College’s mission, vision, values and beliefs, as well as the College’s Strategic Agenda and advancement of HLC Action Projects and its societal responsibilities to support its communities. Key performance measures used in this report include:

- Service to the communities served;
- Fair and equal access to resources and programs and facilities;
- Appropriate use of organizational resources;
- Public policy advocacy;
- Regulatory and compliance;
- Consideration and response to strategic challenges and advantages;
- Communication strategy; and
- Change leadership and innovation.

Executive Summary:

With its ability to maximize efficiency and achieve organizational goals, leadership is a critical topic within every organization. Investment into leadership development across the College directly influences our daily work and ultimately positively impacts our focus on Total Commitment to Student Success (TCS²). Within higher education, research has indicated an identified gap in the need for future executive leaders and the response of offering leadership training institutes, such as Aspen’s Presidential Fellowship. In addition to succession planning, the recruitment and retention of employees is an additional threat recognized. Opportunities for the College include our own internal planning, commitment to TCS² and our five-star talent formula.
There are many institutional performance highlights to share from this last year. The Leadership Council has continued meetings with both internal and external parties, as part of the new business model of the ‘Whole Student.’ We know that understanding our ‘customer’ from all possible perspectives will aid us when making decisions. To ensure we are hearing the needs of various groups of students and community partners, Community Advisory Group (CAG) meetings were held with Lenawee, Hillsdale and Jackson counties. Additionally, community leaders and affinity group meetings have been held with the African American, Latinx, East Indian and Pakistani communities. The College also hosted the Jackson Young Professionals for the first time, which provided a great opportunity for connection with this vibrant group of local professionals. The Leadership Council team, thanks to our Board Chairman, undertook Passionate Personal Management (PPMI) Interview training at Commonwealth and was so pleased with the outcome, they scheduled late February training for the entire Administrative Council with Commonwealth Chief Talent Officer, Vicky Kruslemsky.

With communication a core leadership function, we have increased our offerings of Coffee & Conversation with the President. Employees appreciate these intimate gatherings with the President to receive updates and engage. Nearly 100% of those who attended reported that they feel these sessions are worth their time and the information is relevant (Appendix A).

The College continues investing in sending 4 employees each year to the MCCA Leadership Academy. Additionally, we are starting the next internal Leadership Academy later this month. To ensure their own relevancy, the Leadership Council (or, ‘First Team’ members) continue to pursue development opportunities including the National Society for Human Resource Management Annual Conference and the Policy Governance Proficiency Program. Professional development for all employees is strongly encouraged. Faculty continue to have access to $1,000 per employee, per year and have access to another $84,000 in a professional development shared pool. They also participate in Faculty Learning Days (FLD) which is held three times per year as part of conversation exercises. Many professional development opportunities are held conveniently on campus including a new “Women of JC” mentoring/discussion group and Green Dot Bystander Training. Employees also have ample opportunities to attend off campus local, state and national conferences, including Higher Learning Commission, the Michigan Career Education Conference and conferences of the Michigan Community College Association. Support of formal education for employees remains a continued part of our succession and development planning as well.

For the upcoming year, one goal is for the Leadership Team to attend the Alliance for Innovation and Transformation (AFIT, formerly CQIN) Summer Institute, which is appropriately focused on Transformational Leadership and Innovation. An additional goal is the creation of a comprehensive written ‘Jackson College Jets’ approach to customer service. A working group is tasked with multiple customer service trainings to bring forward recommendations which will be rolled out during fall convocation. Communication opportunities will also be explored to ensure that face-to-face conversations with the President and Leadership Council are meeting employee needs.
As we recognize another great year of work on leadership development and growth, we will continue keeping the always valid topic of leadership and related professional development in the forefront of our priorities. We know that the investment in ourselves and employees will ultimately support our Total Commitment to Student Success TCS².

**Institutional Context**

Mahatma Gandhi said "A sign of a good leader is not how many followers you have, but how many leaders you create." Jackson College is focused on Leadership at all levels within the institution. The concept of leadership, according to Gandhi, is clearly present when considering the college mission; “Together we inspire and transform lives.” Our focus is to create leaders and transform lives and we do this together. The mission is inclusive of all individuals; students, employees and the community. We know that in order to achieve Total Commitment to Student Success TCS², we must all be leaders. It is the priority of President Phelan and the Leadership Council to ensure we are creating leaders who will continue the mission of the college long-term.

**External Context**

The concern regarding leadership succession in community colleges continues to be a top concern and challenge. According to Inside Higher Education’s 2018 Survey of Community College Presidents, pessimism was expressed around the current pool of future community college leaders, as well as the lack of training programs currently available to prepare these leaders (Smith). This has been an ongoing conversation for many years at the College and there are efforts in place to help prepare the next level of leaders through the utilization of programs, such as the Aspen’s Presidential Fellowship, ACE Fellows Program, AACC’s Future Leader’s Institute and the League for Innovation’s Executive Leadership Institute.

According the Chronicle of Higher Education, it is vital for colleges to take a systematic approach to building leadership pipelines and include the vetting of talented people at all levels in order to aid in reducing turnover and improving performance. Positions such as Financial Aid, IT infrastructure, physical plan and student affairs managers are truly the glue that holds colleges together and it is critical that professional development opportunities are a priority (Lovett).

Review of the external environment has led us to consider the following challenges/threats, as well as opportunities:

**Challenges/Threats:**
Leadership succession
Employee recruitment
Employee retention
Generational differences
Declining resources
- Competition from private and public organizations
- Reduced pipeline of qualified talent
- Compensation and benefit limitations

Opportunities:
- Internal Succession Planning
- Leadership Academies (internal and external)
- Opportunity for involvement
- Diversity of employees
- Total Commitment to Student Success
- Jackson College’s Talent Formula
- Jackson College culture
- Reputation of innovation and creativity

Institutional Performance Reporting

The Whole Student
Work has continued on the new business model of the ‘Whole Student’. Seeking to continually understand the needs of our students, we have interviewed not just students, but also employees who have direct interaction with students, community members, and non-students as well. Employees who have brought forward valuable perspective include: Mary Jo Kennedy, who oversees the Judicial Process; Melissa Merkel, Director of TRIO; Amelia Gamel, Assistant Professor; and the Multicultural Affairs team of Antoine Breedlove, Kelly Crum and Jessica Houston. Conversations with external partners are also underway. Keven Mosely-Koehler from Henry Ford Health System provided an overview of the Jackson Care Hub which would link the College with county wide resources. An agreement is in the process of being reviewed by legal counsel. There have been recent conversations with Michigan Rehabilitation Services to discuss partnering to provide services for students in need. We recognize that our work focusing on the whole student is not solely on us, and in a time of lacking resources it is critical to partners with our community groups. At the end of November 2018, a cross-functional group of employees from housing, student services, the Multicultural Center and instruction attended a Michigan-based Guided Pathways Institute that was entirely focused on strengthening students’ financial stability. The event was excellent professional development for the group and very much validated our serving the Whole Student work.

Community Advisory Group Meetings
Last year’s report had the goal of holding annual community advisory group meetings at least once per year to really work on building relationships within our tri-service areas. In May 2018, meetings were held with Lenawee, Hillsdale and Jackson community members. A second meeting was held with Lenawee leaders in December and a meeting for the Hillsdale community is in process of being scheduled. Based upon feedback, we made the decision to wait until fall to hold the next Jackson group
meeting, so we could undertake meetings with various affinity groups within the community. In November, meetings were held with leaders from the African American, Latinx, East Indian and Pakistani communities. Additionally, affinity group meetings are being planned with the Asian community and the adult student community. The objective of these affinity group meetings is to obtain customer focused information of ways in which to better serve our many diverse populations of students. Meetings will continue with each of these groups over the next seven months prior to bringing the entire Jackson Community Group back together.

Jackson Young Professionals
The College had the opportunity to host one of the Jackson Young Professionals monthly meetings on campus in September 2018. This engagement opportunity with young professionals in our community provided us with valuable insight into their perspective on the College and added a connection with a new group. This group of individuals shared a passion for the Jackson Community and welcome opportunities for collaboration, as well as provide possible employee recruitment avenues. We have committed to hosting this group each year so we may continue conversations and better understand the current and emerging needs of this vibrant group. The connection came as a result with this group as the College was looking to sign on as a Bright Walls Partner. Although in the early stages, we are excited to grow this relationship.

Passionate Performance Management Interview (PMI) Training
Jackson College Leadership Council had the opportunity to join training provided at Commonwealth in November 2018, made possible through the generosity of Chairman Barnes. Passionate PMI training covered the link between effective PMIs and retention, and reiterated the importance of supervisors investing time into their employees for these meetings. We walked away from this training with an increased knowledge and awareness of the importance of PMIs for all employees and gained ideas on how we can improve PMIs and make them more meaningful at Jackson College. The team was so pleased with the outcome of the training, that we invited Commonwealth Vice President of Human Resources Vicky Kruslemsky to campus to provide this training to all Administrators at the February Administrative Council meeting.

Coffee & Conversation
We recognized that communication is a core leadership function. One of the goals set for 2018 was to increase the number of Coffee and Conversation offerings. The President held three opportunities for conversation in 2018: March, August and November, an increase from one session held in 2017. The November session highlighted the new Strategic Agenda and Total Commitment to Student Success (TCS2) monthly report. The feedback has been extremely positive, with nearly 100% reporting that this opportunity is worth their time and that they felt the information shared was relevant to them (see appendix A).

Comments from employees noted that they enjoy the opportunity to have their voices heard and that they want us to continue holding these conversation opportunities. We have also acted on suggestions for improvement, such as sending out conversation
topics in advance. We received feedback that not all supervisors encourage participation, so we are working to ensure administrators provide all employees this opportunity for engagement with the President.

Although the name may change, the objective of providing employees with a more intimate opportunity for conversation is important and we will continue to hold these sessions for our employees.

**Leadership Academies**
After two successful cohorts, the Jackson College Leadership Academy is getting ready to launch its next cohort beginning in mid-February and lasting until mid-May. The decision was made to move the start time of the program to better fit needs of the employees. This program will help employees who are interested in advancing their careers and moving into future leadership positions. Participants will select, research and complete a ‘Stretch Project’ and report out to the Leadership Council. In addition, they will be active in a book club that will highlight books that the Leadership Council has previously read.

Externally, we have now provided the opportunity for 12 employees to attend the MCCA Leadership Academy. Currently participating in the MCCA Leadership Academy are Monica Bouman, Dr. Todd Butler, Jolene Chapman and Jennifer Dobbs. They are halfway through this program which consists of in-person workshops, action based learning projects between sessions, experiential learning, coaching and mentoring, and a capstone graduation experience which will occur at the MCCA Summer Institute in Traverse City.

**Leadership Council**
As we focus on ensuring our employees receive adequate development opportunities, it is critical that the Leadership Council remain relevant in their work as well. Some of the external professional development that has occurred include: National Society for Human Resource Management Conference, the Alliance for Innovation and Transformation Summer Institute, No Zebras No Excuses, Policy Governance Proficiency Program, the Association for the Study of Higher Education (ASHE), the American Association of Community College’s Conference, the Council for the Study of Community Colleges, as well as benchmarking opportunities at a variety of other higher education and private institutions.

**Professional Development for All Employees**
Our commitment to providing all employees an opportunity for learning, growth and development is as strong as ever. Full-time faculty are now guaranteed access to $1,000 each year, plus access to another $84,000 in a shared pool, to invest in their own professional development. After performing a benchmarking analysis in 2017, we learned that Jackson College offers more faculty professional development funding, per faculty member, than any peer institution investigated. Throughout the year, full-time faculty participate in six dedicated Faculty Learning Days (FLD), as well as each all-employee Convocation. Twice a year, we offer Adjunct Learning Days (ALD), an all-day
professional development event geared especially for our adjunct faculty. This day occurs on a Saturday before the start of the Fall and Winter semesters. Indicative of the high level of engagement across our adjunct faculty, we typically have upwards of 160 people in attendance at each ALD.

There are many opportunities for professional development on campus for employees, many of which come from the ideas of our employees. “Women of JC” is a diverse group of employees who met in the summer of 2018 to explore creating a mentoring/discussion group, for women and by women, to be able to safely explore topics such as: communication styles, the intersections with women and workplace cultures, women in leadership and ways to influence and encourage one another. The group applied for and received a grant from the Michigan ACE Women’s Network to host mentoring lunches through this academic year. The group has compiled lists of books, TED talks, podcasts, and other resources on women’s leadership for targeted discussion topics. Dedicated time is allocated at each meeting to allow for open discussion time to share and receive coaching and advice on a range of topics. Each lunch meeting is led by a different colleague in the group, giving everyone the opportunity to shape and influence in their own unique style. One person isn’t in charge because the idea is, we are all capable of leading.

Green Dot Bystander Training is being held this month for 25 employees. The Green Dot Bystander Intervention Program was founded by Dr. Dorothy Edwards. The program trains people about sexual assault and domestic violence on college campuses, primary and secondary schools, and communities. The method teaches students to intervene by using the 3 D’s: Direct, Delegating the responsibility to others, and creating a Distraction to defuse a potentially dangerous situation.

Off campus, employees continue to attend and participate in various local, state and national conferences to advance their knowledge in their respective areas. Although far from an inclusive list, examples include: Michigan Career Education Conference, Michigan Early Middle College Association, Hazard Communication and Right to Know, Michigan Occupational Deans Administrative Council, Ellucian, Ohio Competency Based Education (CBE) Network Workshops, Michigan Teachers of English to Speakers of Other Languages, Higher Learning Commission, American Association of Community Colleges, Michigan Community College Association, MI Association of Institutional Research, American Mathematical Association of Two Year Colleges, Workforce Development Institute, Neurology for Primary Care, Odessa College’s Leadership Institute, and Federal Student Aid (FSA).

Supporting the formal education of our employees is part of our overall development and succession plan. Recently, Terry Anderson and Jered Domagala both received their Masters Degrees, and Deb Holt received her Associate’s Degree. Jackson College supports and encourages employees to strive and reach their educational goals and are proud of these recent graduates.

**Goals for the Next 12-Month Period**
AFIT Summer Institute
The upcoming AFIT Institute will be a perfect complement to the work we are doing. The focus is ‘Transformational Leadership and Innovation.’ The team will do pre-work on setting goals they would like to achieve as part of the institute. During this Institute we will have the opportunity to learn from Apple, The Dallas Morning News, Granger Network and Malcolm Baldrige National Quality Award Winner, Alamo College District.

Customer Service Focus
The Leadership Council has identified the need to have a comprehensive written “Jackson College Jets’ Service” approach to customer service. A working team of selected employees is being put together to take on this work. They will participate in the Chambers Disney Institute customer service training along with other benchmarking visits and put together recommendations on what this approach should encompass. This Jackson College Customer Service approach will be rolled out at the fall 2019 convocation.

Communication Opportunities
Aside from review of our regularly held Coffee & Conversation sessions, we will be exploring additional communication outlets between President Phelan and the campus community. More specifically, we want to ensure there are ample opportunities for face-to-face communication which is the richest channel of communication.

Conclusion/Judgment
We celebrate another strong year of our intentional work on leadership at all levels of the College. Between professional development opportunities and communication efforts, we do feel that the culture of the College is reflective of these efforts. The following John Maxwell quote perfectly speaks to the mantra of College Leadership, “The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.” In turn, by focusing on leadership development, the dividend is our employees focusing on Total Commitment to Student Success.
Appendix

Appendix A: Coffee and Conversation Survey Results

<table>
<thead>
<tr>
<th>Percent of &quot;Yes&quot; Responses</th>
<th>Aug-17</th>
<th>Mar-18</th>
<th>Aug-18</th>
<th>Nov-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Was attending Coffee &amp; Conversation worth your time?</td>
<td>100%</td>
<td>97.92%</td>
<td>97.22%</td>
<td>100%</td>
</tr>
<tr>
<td>Was the info shared helpful or useful in some way?</td>
<td>100%</td>
<td>97.92%</td>
<td>100%</td>
<td>96.15%</td>
</tr>
<tr>
<td>Were you encouraged to attend by your supervisor</td>
<td>59.18%</td>
<td>68.75%</td>
<td>64.86%</td>
<td>76.92%</td>
</tr>
<tr>
<td>Did attending this session increase your knowledge of the Strategic Agenda</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>Did attending this session increase your knowledge of the 90/80/70 goals associated with TCS2?</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>80.77%</td>
</tr>
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</table>

Note:

<table>
<thead>
<tr>
<th>Survey respondents</th>
<th>51</th>
<th>48</th>
<th>36</th>
<th>26</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendees</td>
<td>75</td>
<td>61</td>
<td>65</td>
<td>63</td>
</tr>
</tbody>
</table>
Resources


https://www.chronicle.com/article/Succession-Planning-Colleges/241074
<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1  Consideration of Recipient of 2019 Crockett Award</td>
</tr>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Summary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Following discussion at their January 15, 2019 board meeting, the Jackson College Foundation Board of Directors voted to approve the nomination of Dr. Frederick Slete as the 2019 recipient of the Ethelene Jones Crockett Outstanding Alumni Award recipient.</td>
</tr>
<tr>
<td>A vote of concurrence is requested of the Board of Trustees to affirm and award this recognition is requested. Vice President Valente will be on hand to address questions that you may have.</td>
</tr>
<tr>
<td>A copy of Dr. Slete’s background is included for your review.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of Dr. Frederick Slete as the 2019 Ethelene Jones Crockett Outstanding Alumni Award recipient.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTION BY TRUSTEE MATHEIN “to approve Dr. Fred Slete as the 2019 Crockett Award recipient” <strong>MOTION PASSED UNANIMOUSLY</strong></td>
</tr>
</tbody>
</table>
January 23, 2019

Dr. Daniel J. Phelan  
President  
Jackson College  
2111 Emmons Road  
Jackson, Michigan 49201

Dear Dr. Phelan:

It is with great pride that the Jackson College Foundation Board of Directors recommends to the Board of Trustees that Dr. Frederick Slete, class of 1978, be awarded the 2019, Dr. Ethelene Jones Crockett Outstanding Alumni Award. Dr. Slete was unanimously recommended by the Alumni Council and formally approved at the Board of Directors meeting held on January 15, 2019.

By way of background, Dr. Slete was born in Indianapolis and grew up in Jackson. He attended Western High School, Jackson Community College, Albion College, the University of Michigan School of Dentistry, and the University of Minnesota School of Dentistry.

Over the past three decades, Dr. Slete has been active in nearly two dozen local civic service organizations, and has held leadership positions many. For example, he has served as President of the Jackson Community College Alumni Association, the Jackson Host Lions Club, the Jackson District Dental Society, and the Jackson Community College Foundation. He has also served as a board member and President of the Country Club of Jackson.

Dr. Slete is a member of several professional organizations including the American and Michigan Dental Associations where he has held leadership positions, the American Academy of Cosmetic Dentistry, the Academy of General Dentistry, and the American Equilibration Society. He is a Fellow of the International College of Dentistry and the Pierre Fauchard Academy. He is also an alumnus of the L.D. Pankey Institute for Advanced Dental Education. He also has been actively involved with the Jackson District Dental Society where he was instrumental in creating a dental scholarship for Jackson College students.

Dr. Slete is actively involved in mentoring and lecturing at the University of Minnesota School of Dentistry. Additionally through his work with Versah, LLC, he has presented extensively at national and international conferences, and presented papers on a variety of topics related to osseodensification.
Dr. Slete is the recipient of the Michigan Dental Association Young Dentist Leadership Award. He is one of only two dentists in the state to ever be the national recipient of the American Dental Association Golden Apple Award for Distinguished Achievement. He also has received the Jackson Community College Award for Distinguished Service and the Jackson Leadership Academy Alumnus of the Year for 2010.

Dr. Slete is married to Sue, and they have two adult daughters, Lauren and Kelsey.

Additional extensive and detailed information on Dr. Slete’s accomplishments is included in the following pages.

Should you have any questions or need additional information, please do not hesitate to contact me.

Warm regards,

Jason H. Valente, CFRE
President
Jackson College Ethelene Jones Crockett Award Nomination

Nominee: Dr. Frederic B. Slete  
6219 Mountie Way  
Jackson, MI 49201  
Class of 1978  
Gringuy1@comcast.net  
517-990-5062

Nominee's Employer  
Self/ Dentistry by Design

Excellence - What are the nominee's professional impact and accomplishments in their chosen profession?

Dr. Slete has served organized dentistry locally, state-wide, and nationally his entire career. He was named the Michigan Young Dentist Leader of the Year in 1994, and the national recipient of the American Dental Association Golden Apple Award for the Young Dentist in the same year.

He served as President of the Jackson District Dental Society, Chairman at the State level for the MDA of several committees including Membership and the Young Dentist Committees. He was elected as a Delegate to the Michigan Dental Association representing the Jackson District for over 10 consecutive years.

He has written and published several articles for The Journal of the Michigan Dental Association.

Locally, he initiated and was the driving force behind the establishment of the on-going Health Professionals Scholarship by Jackson Area Dentists at Jackson Community College. This scholarship, begun in 1993, is still awarding and benefiting outstanding students yearly at Jackson College.

Through efforts with his partner in dental practice, Dr. A.J. Balaze, has helped to provide professionally made mouthguards to the Jackson High Varsity Football team, free of charge, over the last two years.

He has recently served the profession as an adjunct instructor at the Georgia College of Dentistry at Augusta University and as a Faculty instructor in the Contemporary, Esthetic, and Implant Dentistry program at the University of Minnesota School of Dentistry.

He is also a founding principal of the Tres Amigos Dental Study Club where he presents and teaches younger dentists advanced treatment concepts and protocols in general restorative dentistry.

He has toured the U.S. and the world providing hands-on education in an implant surgery technique called “Osseodensification”, using a novel technique and surgical system developed here in Jackson, Michigan by Dr. Salah Huwais.
Dr. Slete was recently published for his research on dental implant procedures in the international journal, *Implant Dentistry*, August 2018 edition. The title of his research is: *Histomorphometric Comparison of Three Different Osteotomy Techniques*.

Dr. Slete has been awarded Mastership in the Academy of General Dentistry, a designation less that 2% of general dentists nation-wide achieve. He is a Fellow in the International Congress of Implantology and a Fellow in the International College of Dentists. These are not common achievements and recipients must be nominated, examined, and approved for these designations by a peer reviewed process.

Further, he has demonstrated a commitment to life-long learning and improvement having recently completed post-graduate certificates in two different programs of over 330 credit hours each at the University of Minnesota and Georgia College of Dentistry at Augusta University.

**Personal Success - What are the nominee's significant personal and/or career achievements?**

Operated and Maintained a successful Family and Restorative Dental practice in Jackson for over 30 years
Ran and completed the Chicago Marathon
Jackson Community College Distinguished Service Award
Health Care Angel recipient, *Jackson Magazine*
Outstanding Past Graduate, Jackson Leadership Academy
Lion of the Year, Jackson Host Lions Club
President, Jackson Host Lions Club, 100% President’s Award
President, Country Club of Jackson
President and board member of Jackson Community College Alumni Association
President and board member of Jackson Community College Foundation

**Service to Community/Humanity - How has the nominee made a visible commitment to community?**

Dr. Slete was an active and contributing member of a local service club for over 20 consecutive years: Jackson Host Lions Club

He served as a board member and President of the Country Club of Jackson.

He was one of four founding members of Jackson Citizens for Economic Growth (JCEG) that was very active in promoting Jackson’s economic, educational, business, and political health.

He served as a member of the Blackman Township Land Development Finance Authority promoting business development opportunities for Blackman Township.
He also was a member on the Economic Development Committee, of the Jackson Strategic Planning task force.

Besides these local service and committee activities, Dr. Slete has been an active participant and caregiver in the Michigan Donated Dental Services Program for over 25 years. He has rendered complete care at no charge for recipients who qualify in this program on a continuous basis.

He also, under the public radar, initiated a full care dental program for all employees of a local St. Vincent DePaul's location. He and his office team provided preventive and restorative dental care to this group of workers from St. Paul's for over two years at no charge to the recipients through his local dental office.

His dental office is one of the few within the city of Jackson proper. He has been an avid community booster his entire career. His office, originally starting with Dr. Edward Mathein, has been a continuous member of the Jackson Chamber of Commerce for nearly 50 years. Further, he has been a supporter and original contributor for JTV since it’s inception in Jackson. He feels JTV provides a level of local programming that informs, encourages, and advances the Jackson community, and is therefore a valuable community resource for local viewers.

Character Building - How has the nominee been a role model, leader and/or mentor who inspired the best in others?

His leadership positions across the Professional, Business, and Personal activities in his life have perpetually placed him as a role model and mentor. His accomplishments on all levels demonstrate an uncommon sharing and commitment to excellence in all he does. He has been a long-standing and solid employer and health practitioner within the city of Jackson for over 30 years. He has served Jackson College in a variety of positions, boards, and committees and continues to be an avid supporter of the Jackson community.

Nominating Statement, including your reason(s) for this nomination

It is in my opinion that Dr. Frederic Slete is an excellent and deserving candidate for this Award. His dedication and commitment to his community, his patients and his profession are unparalleled. I strongly urge you to consider him for this award.
CURRICULUM VITAE

FREDERIC B. SLETE, D.D.S.
306 W. Washington Avenue
Jackson, Michigan 49201
(517) 787-5055

DATE OF BIRTH: 12/30/1957
MARRIED: Susan
Children: Two Adult daughters

EDUCATION:

1983  Doctor of Dental Surgery Degree,
University of Michigan School of Dentistry
2016  Certificate in Contemporary, Esthetic, & Implant Dentistry
University of Minnesota School of Dentistry
1979  Albion College
1978  Associate of Arts Degree, with Honors, Jackson College

PROFESSIONAL ORGANIZATIONS:

American Academy of Implant Dentistry
American Academy of Cosmetic Dentistry
Mastership, Academy of General Dentistry
Fellow, International College of Dentists
Fellow, International Congress of Oral Implantology
Academy of Osseointegration
American Equilibration Society
L. D. Pankey Alumni
American Dental Association
Michigan Dental Association
Jackson District Dental Society

PROFESSIONAL ACTIVITIES:

1983-present  Private practice, Family, Restorative, & Esthetic Dentistry

2018  Adjunct Faculty, The Dental College of Georgia, Augusta University
Department of Restorative Sciences
2018  Co-Founder, Mentor, Presenter, *Tres Amigos Dental Study Club* for Complex Restorative, Occlusal, Behavioral, and Esthetic Dentistry
2017-2018  Faculty mentor, University of Minnesota Certificate Program in Contemporary, Esthetic, and Implant Dentistry, Level II
2017, 2019  Chairman, Osseodensification World Symposium, for Versah, LLC
2004-2015  Delegate, Michigan Dental Association House of Representatives
2004-2006  Member, Treasurer, Jackson District Dental Society Board of Directors
1997  Member, MDA Insurance and Finance Group Endorsed Services Committee
1997  Member, MDA Special Committee on Market Place Issues
1996-1997  Chairman, MDA Committee on Membership
1996-1997  President, Jackson District Dental Society
1993-1996  Vice-President, Treasurer, Secretary, Jackson District Dental Society
1992-1996  Chairman, Committee on Ethics, Jackson District Dental Society
1992-1996  Consultant, MDA Committee on Membership
1993-1996  Member, MDA Committee on Annual Session
1993-1994  Chairman, Organizer, Health Professionals Scholarship, Jackson Area Dentists and Jackson Community College
1993  Chairman, Organizer, “First Annual CPR Recertification Day,” Jackson District Dental Society
1990-1993  Chairman, MDA Special Committee on the Young Professional
1990-1992  Member, MDA Committee of Membership
1989-1990  Chairman, Young Dentist Forum, Jackson District Dental Society
1988-1990  Member, MDA Special Committee on the Young Professional

PUBLICATIONS/PRESENTATIONS/LECTURES:

2018  *Histomorphometric Comparison of Three Different Osteotomy Methods; Implant Dentistry, June 2018*

2017  Research Paper: *Histomorphometric Comparison of Three Different Osteotomy Methods; University of Minnesota School of Dentistry, Level III Program- Contemporary, Esthetic, and Implant Dentistry*

2017  Chairman & Moderator, Osseodensification World Symposium

2017  Presenter, Jackson Study Club: *Complex Restorative Dentistry with Cooperative Periodontal and Orthodontic Care*

2016  Poster Presentation, Academy of Osseointegration Annual Meeting

“*Histomorphometric Analysis of 3 Different Osteotomy Techniques For Dental Implants*”

2015  “*Guided Soft Tissue Esthetics and Treatment Planning, a Step by Step Protocol*” 1he University of Minnesota School of Dentistry, Versah Osseodensification Course

2014  “*Complex Treatment Planning, Implants, Esthetics, and Cooperative Care*”
Little Rock Dental Study Club
2014  “Esthetic Determinates and Smile Design” – University of Minnesota
       Esthetic and Contemporary Dentistry Program
2014  “Complex Treatment Planning and Cooperative Care” – University of
       Minnesota, Esthetic and Contemporary Dentistry Program
2013  “Complex Treatment Planning and Cooperative Care” — Jackson District
       Study Club
2012  “Complex Treatment with Implants for Esthetics “– Jackson District
       Dental Study Club
2004  “When Pride Still Mattered” – Jackson District Dental Society
1997  “Our Best Resource is Each Other.” -- Journal of the Michigan Dental
       Association
1995  “Share Your Talent - Get Involved!” -- Journal of the Michigan Dental
       Association
       Association
1991  Keynote Speaker-- “Practice Management for the Young Professional,”
       American Student Dental Association Day
1991  “Use of Aptitude, Attitude, and Personality Tests for Improved Staff
       Integration”
       --Jackson District Dental Society
1991  “Use of Intra Oral Cameras in a Dental Office” .WILLX Television, Channel
       10, News Segment
1988  “Cosmetic Options in Dentistry” – For the Health of It Television Program on
       Public Access TV, Jackson, Michigan

COMMUNITY SERVICE ACTIVITIES:

2016  Emcee, Jackson Magazine Health Care Angels Awards Ceremony
2007-2015  Member, Blackman Township Land Development Finance Authority
2012-2015  Member, Jackson Community College Foundation Board
2012  Member, Education Committee, Jackson Community Foundation
2011  Member, Legacy Committee, Jackson Community Foundation
2007-2014  Founding Member, Board Member, Jackson Citizens for Economic Growth
2000-2002  President, Board of Directors, Jackson Community College Foundation
1998-1999  President, Board of Directors, Country Club of Jackson
1996-1998  Member, Board of Directors, Country Club of Jackson
1996-1997  Secretary, Board of Directors, Jackson Community College Foundation
1994-2002  Member, Board of Directors, Jackson Community College Foundation
1991-1993  Member, Community Relations Committee, Jackson Community College
1992-1993  President, Jackson Community College Alumni Association
1989-1992  Member, Board of Directors, Jackson Community College Alumni
       Association
1989-1993  Member, Board of Directors, Jackson Host Lions Club
1991-1992 President, Jackson Host Lions Club
1989 Member, Economic Development Committee, Jackson Strategic Planning Task Force
1989 Member, Jackson Area Leadership Academy
1986-1988 Member, Board of Directors, Greater Albion Area Chamber of Commerce
1985-1988 Member, Albion Rotary Club

HONORS/SPECIAL RECOGNITION:

2017 Certificate, Postgraduate Program in Contemporary Restorative, Esthetic, and Implant Dentistry, University of Minnesota School of Dentistry
       Level III, (University Postgraduate Certificate)
2017 Fellow, International Congress of Oral Implantology (ICOI)
2016 Mastership, Academy of General Dentistry
2016 Graduate, Augusta University AAID Maxi-Course on Dental Implants
2015-2017 Research Project, Level III Esthetics and Contemporary Dentistry
       University of Minnesota Certificate Program
2014 Certificate in Esthetics & Contemporary Dentistry,
       Level II, University of Minnesota School of Dentistry
2014 Health Care Angel recipient, Jackson Magazine
2012 Fellow, Academy of General Dentistry
2010 Outstanding Past Graduate, Jackson Leadership Academy
2002 Distinguished Service Award, Jackson Community College
1999 Fellow, International College of Dentists
1994 ADA National Golden Apple Award for the Young Dentist
1994 MDA Michigan Young Dentist Leadership Award
1992 100% President’s Award, Lions Club International
1992 Delegate, International Lions Convention, Hong Kong
1991 Finisher, Chicago Marathon, Chicago, Illinois
1990 Lion of the Year, Jackson Host Lions Club

Updated 11/2018
**TO:** JC Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President

<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
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<tr>
<td>7.2 Selection of Presenter’s for Commencement</td>
</tr>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
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</tbody>
</table>

### Executive Summary:

Each year during the Commencement ceremonies, the Board of Trustees is invited to introduce speakers and award recipients as part of the program. I now seek the Board’s appointment of Trustees for the 2019 Commencement proceedings.

Please note that, due to the rising number of participating graduates in Commencement exercises, combined with an insufficient number of seats for family members and friends of graduates, it is necessary for us to hold two ceremonies beginning this year. This change complements our TCS2 efforts.

At one ceremony, the Crockett Award Recipient will be recognized and at the other, the Distinguished Service Award Recipient will be recognized. Specific agenda program details, as well as a formal program, will be forwarded once the ceremonial events have been finalized. Last year Trustees Mathein and Lake served as presenters.

### Resource Impact:

None

### Requested Board Action:

Consideration of presenters for commencement

### Action Taken:

Trustee Mathein requested to present the Crockett Award. The Board will determine the presenter for the Distinguished Service Award next month once the recipient is determined.
TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

8.1 Distinguished Service Award

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

Executive Summary:

Each year in March, the Board identifies a recipient for recognition of the Distinguished Service Award. This information item has been carried over since last month to provide ample time for you to bring forward recommendations.

Enclosed are biographies of those names that have been brought forward thus far. Formal consideration and selection of the Distinguished Service Award recipient will be brought forward for Board consideration in March.

I encourage the Board to advance a single recipient in order to maintain the exclusivity of this award for consideration.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
Mike Shirkey

In November 2014, residents of Michigan’s 16th Senate District first elected Sen. Mike Shirkey, R-Clarklake, to the state Senate, representing Branch, Hillsdale and Jackson counties. Shirkey’s Republican colleagues elected Mike to serve as Senate majority leader for his second term, beginning January 2019. Shirkey has served as chair of the Senate Health Policy and Michigan Competitiveness committees, and he currently chairs the Government Operations Committee. Prior to joining the Senate, Shirkey served four years in the Michigan House of Representatives, representing the 65th District.

Shirkey is the founder and owner of Orbitform, a leading engineering company that manufactures forming, fastening, joining and assembly equipment for a wide range of industries and applications. The company provides world-class prototype engineering services for assembly of parts and specialized forming and fastening. Mike also worked for General Motors in various management and engineering roles for 13 years. Mike served on the Columbia Central School Board in the 1980s and 1990s.

Shirkey also is the past board chair of Allegiance Health System. Shirkey earned a bachelor’s degree from General Motors Institute (GMI) in 1978 and a master’s degree in mechanical engineering from the University of Wisconsin at Madison in 1979. Mike is the proud father of three and devoted husband of 42 years to Sue. Mike and Sue also have several grandchildren. He is an active member of the Jackson Free Methodist Church and leads major construction/expansion projects. Mike also enjoys hunting, fishing, golfing and working out. He is an avid woodworker in “grandpa’s workshop.”

Mr. Shirkey has been a tremendous assistance to the college over the years in being a staunch supporter of our capital outlay requests and our pursuit of bachelorette degree programs. He has taken a lot of heat from very big, well-funded and politically connected opposition to our requests.

Bill Abbott

William M. Abbott is an attorney and partner of the Firm. A lifelong resident of Jackson County, Mr. Abbott received his Bachelor of Arts degree from Albion College, Magna Cum Laude, Phi Beta Kappa, in 1972. After graduating from Albion College, Mr. Abbott went on to receive his J.D. from the University of Michigan, Cum Laude, in 1975. Mr. Abbott is a member of the American Bar Association, the State Bar of Michigan (Member Sections on: Taxation; Corporations; and Labor & Employment Law), and the Jackson County Bar Association.

Mr. Abbott's practice is primarily focused in the following areas of law: Business & Corporate; Labor & Employment; Acquisitions; Real Estate; Employee Benefits; and School Law. Mr. Abbott is experienced in various areas of alternative dispute resolution and has participated in complex arbitration proceedings both as an arbitrator and an advocate.

Mr. Abbott is an active member of the Jackson community, serving as a board member of the John George Student Loan Fund and Family Services and Children's Aid. Additionally, Mr. Abbott coached in the Hanover-Horton Women's Volleyball Program for twenty-three years, and he was Varsity Coach for twelve years. He continues to serve as President of the Jackson Area Volleyball Association as well as on the Michigan Interscholastic Volleyball Coaches Association Board of Directors. Mr. Abbott speaks French proficiently and is learning Spanish. He travels to remote parts of the world as often as his schedule permits.

Honors and Awards
• AV Peer Review Rated by Martindale-Hubbell

Professional Associations and Memberships
• John George Student Loan Fund, 1980 - Present
• Jackson Area Volleyball Association, Inc., 1978 - Present
• American Bar Association, Member
• State Bar of Michigan Taxation, Corporations, and Labor & Employment Law Sections, Member
• Jackson County Bar Association, Member

Marvin Swanson
President of O’Harrow Construction, which built the Potter Center. O’Harrow has been in business for 70 years. Mr. Swanson joined the firm in 1950 and purchased the company in 1955. Project list can be found here: https://oharrowconstruction.com/projects-2/ . O’Harrow is a member of the Jackson Commercial Contractors Association which supports education and Jackson youth. Mr. Swanosn and his wife are major supports of the Jackson Symphony Orchestra.

Rob Rando
Dr. Rando is a long-time resident of Jackson and a well-respected supporter and advocate for Jackson’s youth. He has had a successful dental practice in Jackson since 1989, previously served as a Blackman Township supervisor, and is an operator of the Rando Activity Center, Jackson’s only multi-purpose youth activity center.

From 2008 mlive article:

Family: Married to Karen, four children
• Occupation: Dentist
• Education: Graduated from Northwest High School, attended Central Michigan University, graduated from the dental school of Case Western Reserve University in Cleveland
• Community/public service: Owner of Rando Activity Center, founding member of Jackson Citizens for Economic Growth, incoming Blackman Township supervisor

Lloyd Ganton
Ganton named Alumnus of the Year, Spring Arbor University, October 14th, 2004
Spring Arbor University selected Lloyd Ganton as Alumnus of the Year for his outstanding contributions to the community through his retirement company and generosity. Ganton will be honored at the annual alumni awards banquet on Saturday, Oct. 16, during homecoming festivities at the University. Alumni award recipients are selected on the basis of the broadest aspects of Christian service to humanity and achievement in the recipient’s chosen vocation, community service, or service to Spring Arbor University. Award recipients also follow a life that exemplifies Christian principles.

Ganton graduated from Spring Arbor High School in 1954 and Spring Arbor Junior College in 1956. He also holds a bachelor’s degree from Greenville College and a master’s degree from Eastern Michigan University.
Ganton is CEO of Lloyd Ganton Retirement Centers, which has served the community since 1968. He continues to oversee the daily operations of the retirement company, which now provides an “aging in place” program that meets the care needs of all senior citizens. Ganton Retirement Centers Inc. has been recognized multiple times over the years by the Michigan House of Representatives for “Innovations in Elder Care.” The American Cancer Society, Junior Achievement and many other charitable organizations have also recognized Ganton’s company. Along with his responsibilities at the retirement company, Ganton also serves as president for Ganton Construction Co. and the Lloyd Ganton Auto Museum. Ganton also shares his hobby and love of history through the Ye Old Carriage Shop in Spring Arbor, which he also founded. Among the displays in the museum are antique cars made in Jackson, Coca-Cola memorabilia, artifacts from Jackson and Spring Arbor businesses, children’s toys and pedal cars. Ganton and wife, Judith HS ’60, have six grown children.

Lloyd Ganton loves automobiles. When he was a teenager he saved money and purchased his first car, a 1950 Chevy. What was your first car? He asks everyone! Lloyd believed in keeping his car clean despite the difficulty of living on a dirt road. To pay for gas and upkeep, he spent his spare time and summers helping his dad plaster. After graduating from Spring Arbor College and settling down in the Spring Arbor area, he found a car made in Jackson, Michigan. This sparked his interest in the Jackson automobile manufacturing industry. Lloyd’s interest soon became a passion and he began researching and studying it. In the early years of the automobile industry, Jackson was the largest manufacturer of automobiles in the Mid-West. There were 24 companies that built cars in Jackson. At one time, this industry was the largest employer in Jackson. In 1974, Lloyd built Ye Ole Carriage Shop, a museum to highlight the great automobile history of the city of Jackson. “Jackson could have been the ‘Detroit’ of Michigan” said Lloyd. Lloyd loves and collects all autos, but one of his main objectives is to obtain every Jackson made automobile. Ye Ole Carriage Shop houses 18 Jackson-made autos. There are six autos that it does not have; three of which are extinct and three which cannot be purchased. He has been collecting them for 45 years and will continue! Friends and acquaintances from all over will send information and leads for Jackson-made cars. The longest trip to obtain a car was to Alberta, Canada. Lloyd continues to attend the International Antique Auto Show in Hershey, PA., where there are many resources for cars including parts available for restoration. He has been doing this for 45 years. Restoration is an important aspect of Ye Ole Carriage shop. Lloyd owns a restoration shop across the street from the museum where he and mechanics work on cars. He tries to keep all his cars in running condition. His wife, Judi, assists in helping him plan and implement specials events and tours in the museum. She helps in acquiring memorabilia, researching, and organizing displays.

**Tom Draper**
**JCC Alum page:**
**Thomas Draper**
- My parents, Howard and Helen Draper, were great role models. They were firm, supportive, showed great common sense, but most of all were very loving.
- The most important decision in my life was marrying my wife, Jeanne. She has been a wonderful partner in so many ways.
- My friends have been a very positive influence in my life and a lot of fun. My first sales position was at the Office Supply House owned by the Rumohr family. I was very shy
and unsure of myself as a young college graduate, but they believed in me and gave me my start in a sales career. The strong foundation I built there enabled me to move on and become a stockbroker.

- In the community, I’ve served on the Board of Directors of the Country Club of Jackson, St. Paul’s Episcopal Church vestry, Dahlem Environmental Center, and the Ella Sharp Museum.
TO: JC Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

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

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<thead>
<tr>
<th>8.2 Policy Governance Professional Development</th>
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<td><strong>(BOARD POLICY):</strong> EXECUTIVE LIMITATIONS: Communication and Counsel to the Board</td>
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**Executive Summary:**

Following review of our work and conversation with Chairman Barnes, I am suggesting we engage with Rose Mercier, Senior Consultant from Governance Coach. Following conversation with Rose, we are suggesting that she conduct a ‘desk review’ including policies, board agendas, Monitoring Reports and minutes. She would attend a large portion of the April 3rd Planning Session. In addition, she would come back for a more in depth dive at the June 21 retreat. She would also continue to serve as a Policy Governance Coach for as long as we felt that she continued add value to our advancement of PG practices.

Additionally, I am suggesting that the Board engage in an online review session that includes core learning and self-assessment modules prior to the Spring Planning Session. I will have a brief PPT slide deck that I will review with you that leads us to this recommendation.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None
Policy Governance

At a recent breakfast meeting with Chairman Barnes, I reviewed some of our work, to-date, and plans going forward regarding Policy Governance. As you know, we have a board policy that requires us to visit with another community college board, PG benchmarking purposes. We have visited with only two over the years. Practically speaking, it has become quite impossible to get this to work for a variety of reasons, which I can go into if you wish. As an alternative, and to still achieve the Board’s goal of high quality utilization of PG, you will recall that both Sara and I are currently enrolled in an extensive PG Certification Program (which concludes in May).

Through our research, Zoom classes and coursework, we have indeed learned that there are a number of practices which we do not utilize, some that we underutilized, and some practices that we have in place, but that are not part of the PG process. In every way, I have become an even greater fan of PG – it’s elegance, vital authority of the board, commitment to the owners, and focus on accountability of the chief executive.

Specifically, we are hoping to undertake the following activities:

1. **Reading** – By now you should have received a copy of John and Miriam Carver’s book, *Reinventing your Board*. This book provides a step-by-step approach to implementing PG. I selected this book for you because it goes to the fundamentals of what PG is about and why we do what we do. It should deepen your understanding of the structure of PG. It has likely already pointed out some areas where we can improve, as it has for me. You will need to have a solid grasp on this book by our Spring Planning Session;

2. **Board EXCELerator Online Policy Governance Course** – All Trustees along with myself, Sara Perkin, Cindy Allen and Jason Valente have been enrolled in this course. You should have received an email with password information and will be receiving reminders from Brown Dog Consulting. There are 8 online modules for you to complete that should take a total of 4 hours. The goal is to have everyone complete by the **April 2nd deadline** prior to the Spring Planning Session. Please reach out if you have any problems accessing these modules.

3. **Spring Planning Session** – I am in the process of finalizing a facilitator from the Governing for Impact organization, of the Policy Governance Association. Sara and I have worked with her and I think you find that she is an easy-going, very helpful and very kind lady. I have asked her to undertake a ‘desk review’ of our minutes, agendas, monitoring reports, etc. and to give us an appraisal of areas where we can advance further. As part of her visit, we might also be able to begin some early work on policy changes; and

4. **Summer Retreat** – I propose that this meeting be particularly focused on policy work, clarifying monitoring reports, selecting board ENDs, plans for owner engagement, new trustee orientation practices, as well as taking a deep dive on
looking at all four quadrants.

Through this work, I think we will be able to achieve the board’s task to me, and ultimately the objectives of a particularly high-functioning board, utilizing the full strength of PG. I suspect that, if you are interested, we could use our work to promote to others during the ACCT Fall Congress. One final point, the board may also wish to consider, at least once, is attending a Policy Governance Annual Convention to further deepen our collective work.
Rose Mercier, Senior Consultant

Rose has twenty-three years’ experience in organizational transition and leadership development, and twenty-plus years in management and leadership positions. Her practice focuses on facilitating organizational transition through effective owner-accountable governance, strategic and business planning, and innovative problem-solving. Clients value Rose’s commitment to understanding their needs and creating unique and informed approaches that fit their organization or group. She is a skilled and insightful facilitator, who finds ways to include everyone in the process and helps groups of all sizes develop the consensus necessary to successfully proceed with change. Rose has a noteworthy talent for making the complex, simple, and creating new ways to see a situation. She has built a reputation for unlocking organizational puzzles and implementing solutions that last. This success has translated into a high rate of long-term and repeat client business. In the past eleven years, Rose’s consulting services have focused on supporting boards with the effective implementation of Policy Governance™.

Prior to consulting, Rose served in CEO and senior staff roles with national non-profit organizations. She holds a Master’s degree in Business Administration.

Rose has received advanced training at the Policy Governance™ Academy™. She regularly participates in professional development regarding the Policy Governance model. She was a member the Board of Directors of Govern for Impact (formerly the International Policy Governance Association) for six years, serving as the Board Chair for three of those years. For the past two years, Rose has been the program director for the Policy Governance Proficiency (PGP) program.

**MAJOR ACCOMPLISHMENTS & SKILLS**

**Governance Consulting**
- Coach to non-profit and corporate boards implementing Policy Governance™ system

**Professional Development for Boards and Management**
- Facilitated board transitions to enable more effective governance
- Developed and presented board development seminars

**Training**
- Experienced facilitator
- Designed curriculum for nationally delivered programs in effective leadership, conflict management, and women in leadership
- Licensed associate in Effective Intelligence™
- Qualified practitioner of Leading Organizational Change™

**Management Consulting**
- Twenty-two years consulting experience in the non-profit, public and private sectors
• Facilitated development and implementation of strategic and operational plans in national, provincial and community organizations
• Conducted reviews of organizational and program effectiveness

**Association Management**
• CEO and program director in national associations
• Provided interim general management services for national organizations

**Writing**
• Authored wide range of training manuals, facilitation guides and journal articles

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**CAREER HISTORY**

**Senior Consultant, The Governance Coach™**  Kingston, Ontario  2009-
• Consultation to governing boards in education, professional and membership associations, investment corporation, credit unions, sport, and voluntary organizations regarding the implementation and use of Policy Governance®

**Owner, Maverick Consulting**  Kingston, Ontario  1998-
• Management, consulting, and training services in governance, planning, process design, and innovative problem solving to non-profit, public sector and business organizations throughout North America.

**President, Mercier & Associates**  Ottawa, Ontario  1995-1998
• Management, consulting, and training services in governance, planning, leadership development and management skills to non-profit, public, and private organizations throughout Canada.

**Director, Tait McKenzie Leadership Institute**  Ottawa, Ontario  1992-1994
• Create a leadership institute to enhance the quality and capacity of current and future leaders in sport association management.

**Canadian Sport and Fitness Administration Centre**


**International Relations and Major Games, Fitness and Amateur Sport**
• Develop strategies and execute plans which provide direction for Canada's international sport relations; including policies, bilateral agreements, education materials and programs, environmental scanning and coordinating visits of foreign officials.

**Director General, Canadian Cycling Association**  Ottawa, Ontario  1984-1991
• Senior manager responsible for overall direction and management of the association, financial management and human resources, support to the Board of Directors. Represent the association to national and international federations, governments, agencies, media and corporate sponsors.

**Director Education Services, Swim Canada**  Ottawa, Ontario  1976-1984
• Direct the design, delivery and promotion of coaching and volunteer development programs. Lead needs analysis, curriculum and instruction design, production of manuals and audio-visual materials and instructor training.

**Resource Development Coordinator**

**Sports Federation of Canada**  Ottawa, Ontario  1975-1976

**Area Recreation Supervisor, City of Ottawa**  Ottawa, Ontario  1975

**Unit Director, Boys & Girls Clubs of Edmonton**  Edmonton, Alberta  1972-75
EDUCATION & PROFESSIONAL DESIGNATIONS

Certificate in Policy Governance Proficiency  Govern for Impact  2018
Policy Governance® Academy™  Carver Governance  2008
Master of Business Administration  Concordia University  1992
Bachelor of Physical Education  University of Alberta  1972
Licensed associate in Effective Intelligence*
Qualified Practitioner in Leading Organizational Change*
Member, Govern for Impact (formerly International Policy Governance® Association) (2008 - current)

CONTINUING EDUCATION

Govern for the Long Run: Sustaining Your Community, Your Organization and Your Leadership
International Policy Governance® Association conference, San Diego, CA (2017)
It’s All about Ethics. International Policy Governance® Association conference, Toronto, ON (2016)
Aspiring to Excellence. IPGA Policy Governance Consultants’ Conference, Orlando Florida (2016)
Making our Contribution to Good Governance Count, IPGA Policy Governance Consultants’ Conference, Orlando Florida (2015)
From Missionaries to Professionals: Capturing and Creating Value for Our Clients, IPGA Policy Governance Consultants’ Conference, Orlando Florida, (2014)
The Governance Coach Associates customized training with Miriam Carver on advanced policy development, Atlanta GA (2013)
Speaking the Language of Board Leadership, International Policy Governance® Association conference, Toronto, ON (2013)
Out of the Book and Into the Street, International Policy Governance Association conference, Detroit, MI (2012)
Sport Leadership sportif, Coaching Association of Canada, Montreal (2012)
Sport Leadership sportif, Coaching Association of Canada, Toronto (2011)
Sport Leadership sportif, Coaching Association of Canada, Ottawa (2010)
Eleventh International Policy Governance Association Symposium, Toronto, ON (2009)
Board Power: The Ends are the Beginning, International Policy Governance Association conference, Montreal, QC (2009)
Sport Leadership sportif, Coaching Association of Canada, Vancouver (2009)
World Café led by Juanita Brown on Canadian Index for Well Being (Roy Romanow presentation) (2009)
Sport Leadership sportif, Coaching Association of Canada, Calgary (2008)
Leading with Intention with Mypo Tutu, Providence Continuing Care Leadership Services (2008)
Leading Within with Margaret Wheatley, Providence Continuing Care Leadership Services (2007)
The High Cost of Low Trust – Stephen Covey (2004)
Effective Intelligence, Associates License – Brent Richards, Ottawa, ON (1998)
Designing & Facilitating Experiential Learning - University Associates (1985)
Advanced Facilitation – Dorothy Strachan, Strachan Tomlinson (1985)

PROFESSIONAL ACTIVITIES

Program Director, Policy Governance® Proficiency Program (2017 – current)
Chair, International Policy Governance Association (2013/14 – 2016/17)
Board of Directors, International Policy Governance Association (2012-2018)
Member, Fédération Internationale Amateur Cycliste (FiAC became part of the UCI), Commission on Development of Women’s Cycling (1985 – 1992)
Member, Board of Directors, Canadian Sport and Fitness Administration Centre (1989-91)
Member, Minister of Fitness and Amateur Sport Task Force on National Sport Policy (1987-88)
Founding Board, Canadian Association for the Advancement of Women and Sport and Physical Activity, (1980)
CLIENTS AND AUDIENCES

SELECTED CONSULTATIONS AND FACILITATION SERVICES – PART 1

Ontario Non-Union Education Trust (ONE-T)/Fiducie des employés non-syndiqués en éducation de l’Ontario (2018-19)
  • Provided consulting services to support of Board of Trustees’ implementation of Policy Governance

Ann Arbor & Area Transportation Authority (2018 – current)
  • Facilitated board’s first annual retreat and new director orientation
  • Facilitating the development of ownership linkage plan
  • Providing ongoing coaching services

Canadian Collegiate Athletic Association (2018)
  • Facilitated workshop on board governance and Policy Governance* principles

College of Dental Hygienists of Ontario (2016 – current)
  • Providing ongoing coaching services to the board.
  • Conducted policy review and consolidation.
  • Providing coaching services to Registrar/CEO
  • Facilitating the development of ownership linkage plan

International Society of Arboriculture (2015 – current)
  • Facilitated board refresher workshop to ensure understanding of Policy Governance* principles and training in the assessment of monitoring reports.
  • Providing ongoing coaching services to the board in the implementation of Policy Governance*.
  • Conducted policy review and consolidation.
  • Provided training in development and assessment of monitoring reports
  • Provided onboarding training of new CEO

Dietitians of Canada (2015 - current)
  • Facilitated development of a plan for Ends review and increased skills in monitoring of governance process policies. Provided staff training in the development of interpretations for Ends policies.
  • Providing ongoing coaching services to the board.

Red Door Family Shelter (2015 – current)
  • Providing ongoing coaching services to the board in the implementation of Policy Governance*.
  • Providing coaching services to Executive Director
  • Provided overview of options for board governance and introduction to Policy Governance.

  • Provided ongoing support to Foundation’s Board of Trustees and Foundation staff in the implementation of Policy Governance*.

  • Supported ownership linkage and development of Ends policies.
  • Provided ongoing coaching services to the board.
  • Providing onboarding training to new CEO

SeCAN (2015, 2017)
  • Facilitated board refresher workshop to ensure understanding of Policy Governance* principles.

College and Association of Registered Nurses of Alberta (2015 – 2017)
  • Facilitated development of Ends policies.
  • Developed framework for bylaws review; facilitated bylaw amendments
Women’s Enterprise Centre (2016)
- Facilitated Introduction to Policy Governance and Chair Training workshop

- Facilitated board review and revision of its Ends Policies.
- Facilitated orientation to board members 2012, 2016.

National Nursing Assessment Services (2015)
- Facilitated board workshop to ensure understanding of Policy Governance® principles.
- Facilitated the exploration of strategic foresight and development of Ends policies.

College of Licensed Practical Nurses of Alberta (2015)
- Facilitated board refresher workshop to ensure understanding of Policy Governance® principles and training in the assessment of monitoring reports and development of future-focused agendas.

Kingston Arts Council (2015 - 2016)
- Facilitated development of Ends policies.

Canadian Propane Association (2015)
- Provided introduction to Policy Governance workshop.

- Facilitated board workshop to ensure understanding of Policy Governance® principles.
- Conducted policy review.
- Facilitated Board, National Council (staff) workshop.

- Facilitated board workshop to ensure understanding of Policy Governance® principles.
- Supported the development of board policies and board annual agenda plan customized for a regulated investment corporation.
- Provided ongoing Coaching Services.

Canadian Dental Hygienist Association (CDHA) (2012, 2014)
- Conducted review of board policies and prepared report with recommendations for improving consistency with Policy Governance principles and consolidating Ends policies.
- Supported the development of the Associations strategic planning based on the Board’s Ends policies and which will produce the CEO’s reasonable interpretations.

Ontario Association of Adult and Continuing Education School Board Administrators (CESBA) (2012-14)
- Facilitated board workshop to ensure.
- Facilitated implementation of Policy Governance®.
- Provided Coaching Services.

LiveWorkPlay (2013 - 2014)
- Facilitated board workshops on Policy Governance® principles and monitoring.
- Conducted review of board policies and recommended changes to improve consistency of policies and board practices with Policy Governance principles.
- Provided ongoing support through the first cycle of development and assessment of monitoring reports.
- Supported organization in the revision of its Ends policies.

Engineers Canada (2014)
- Facilitated introduction to Policy Governance® for new board members, member boards and staff.
- Provided support to staff in the development of monitoring reports.
- Facilitated monitoring refresher workshop for board members.

Nipissing Parry Sound Student Transportation Service (NPSSTS) (2012-2013)
- Facilitated board workshop to ensure understanding of Policy Governance® principles.
- Facilitated policy development and implementation of Policy Governance®.
- Provided ongoing coaching services.
Ontario School Boards Insurance Exchange (OSBIE) (2011)
- Facilitated board workshop to ensure understanding of Policy Governance® principles and to create a first draft of Ends Policies.
- Conducted review of board policies.

Canadian Water and Wastewater Association (CWWA) (2010, 2011)
- Supported orientation of the association’s new CEO to operating in a Policy Governance®.
- Provided refresher workshop in Policy Governance® principles and facilitated a review of Ends Policies.
- Facilitated the completion of Ends policies; conducted review of Executive Limitations policies.

Canadian Curling Association (CCA) (2006 – 2009)
- Supported Working Committee on Governance to develop recommendations for the National Curling Congress and facilitated working sessions for the 80+ delegates.
- Supported implementation of Policy Governance® with the ten person board of directors.

SELECTED CONSULTATIONS AND FACILITATION SERVICES – PART 2

Swim Ontario (2018)
- Conducting organization/governance review and preparing analysis and recommendations.

Boxing Canada (2016 – 2017)
- Supporting governance reform to ensure governance approach and board structure ensures accountability and high performance mandate of organization.

Skate Oakville (2017)
- Facilitated strategic planning for Canada’s largest skating club.

Aboriginal Coaching Development (2015 - 2016)

Skate Canada (2013 – 2015)
- Facilitated integrated strategic planning across thirteen regional sections.
- Worked with Ad hoc Committee to prepare bylaws for compliance with the Canada Not-for-profit Corporations Act.
- Designed and facilitated a national planning conference and supported implementation of strategic plan.

Allergy/Asthma Information Association (2014)
- Conducted organization/governance review and prepared analysis and recommendations.

Canoe-Kayak Canada (2011 – 2012)
- Worked with the national association to reconcile governance accountabilities.
- Facilitated development of five year strategic plan.

- Facilitated the transition of a newly appointed board in the assumption of its policy role and to support staff in developing new working relationship with policy board.
- Supported policy development, curriculum design and review for National Coaching Certification Program.

BC Aboriginal Physical Activity, Sport and Recreation Partners Council (2008-2009)
- Supported Partners Council to develop an $8 million proposal for provincial government funding to support the first three years of a long term strategy to achieve sustainable increases in Aboriginal participation in sport, recreation and physical activity within Partner organizations, communities, families and individuals as a key component of healthy, active and fulfilling lives.

Football Canada /NFL Canada /CFL (2005 – 2009)
- Facilitated large-scale organizational intervention including organization review; design and facilitation of a national forum for all stakeholders in the Canadian football community.
- Supported implementation of new organization structure, development of strategic plan and hiring of new CEO.
• Worked with board committee to prepare a proposal to implement a smaller policy board; facilitated board and AGM workshops; prepared by-laws.
• Supported transition of new board to assume its role as a policy board.

• Worked with the Governance Committee to develop proposal for transition to a policy board and support the transition of the new board.
• Supported development of strategic plan.
• Facilitated National Road Forum to resolve differences and arrive at preferred programmatic approach to development of high performance road cycling

• Worked with committee to prepare a proposal for a new governance model that proposed significant changes to the previous model.
• Presented and facilitated workshops with thirty-six member board and seventy-two member Legislative Assembly to have proposal successfully approved.

COACHING

Ongoing coaching
• Coaching includes providing review, analysis, and feedback with regarding the consistency of the board’ governance practices with the Policy Governance® system.
• Experience coaching ten boards.

PRESENTATIONS

International Policy Governance Association: *Ownership Linkage* (2016)
Sport Canada/Sport Information Resource Centre webinar: *Board Models* (January 2012)
Canadian Olympic Committee General Session *Governance: A perspective and observations*, (2011)
Providence Care: Leadership Development Program (2005)
Providence Care: Management Development Program (2004)
## PUBLICATIONS

### 2019
- *Mirror, Mirror on the Wall, Are We the Most Effective Board or All?* (January): The Governance Coach blog, REALBoard Buzz.

### 2019
- *How Do We Stop Tripping Over Each Other and How Do We Deal with a Bozo on Our Board?* (with Richard Stringham) REALBoard Advisor (Vol. 24 No. 1) The Governance Coach

### 2018
- *The Board-Management Accountability Process – It Starts with Policies.* REALBoard Advisor (Vol. 23 No. 2) The Governance Coach

### 2018
- “You Want to Measure What?!?” (January); “Surprised!” (March); “Policy Governance as Mainstream” (March); “Policy Governance for the Generations” (May); “What About Executive Committees?” (July); “Remedy for a Governance Failure: Part 1 - Trust by Verify” (August); Remedy for Governance Failure: Part 2 – A Board is Ultimately Accountable for Everything” (August), “Implementing Policy Governance: A Cost-Benefit Analysis” (November): The Governance Coach blog, REALBoard Buzz.

### 2017
- *Weathering the Storm.* REALBoard Advisor (Vol. 22 No. 2) The Governance Coach

### 2017
- *Taking a Disciplined Approach to Strategic Foresight.* REALBoard Advisor (Vol. 22 No. 1) The Governance Coach

### 2017

### 2016
- *Policy Governance* Might be a Good Idea But... - REALBoard Advisor (Vol. 22 No. 1) The Governance Coach

### 2016
- “How to End up as Front Page News” (September), “Gotcha Governance” (October): The Governance Coach blog, REALBoard Buzz.

### 2016

### 2016
- *Risk Management Risk Governance.* REALBoard Advisor (Vol. 21 No. 2) The Governance Coach

### 2015

### 2015
- *Who is the Board’s Boss?* (With Richard Stringham) – REALBoard Advisory (Vol. 20 No. 1) The Governance Coach.

### 2014

### 2014

### 2013

### 2013

### 2013
- *The Voice: When an End is a Means in Disguise.* REALBoard Advisor (Vol. 18 No. 1) The Governance Coach.

### 2010
- *Implementing Policy Governance in a Federation – Communicating with Member Associations,* REAL Board Advisor (January) The Governance Coach.

### 2010
- *The Business of Greatness; and Changing the Androcentric World of Sport and Engaging in Political Advocacy.* In *Taking the Lead: Strategies and Solutions from Women Coaches* (University of Alberta Press).

### 2008

### 2008


2001  Resource Sheets: The Leadership Series: (with Lauri Prest) Canadian Child Care Federation


1991  “Gender Verification” Background Briefing published by International Relations Directorate of Fitness and Amateur Sport
Submitted to:
President/CEO
Jackson College
February 2, 2019
**Our Understanding of the Current Context**

Based upon a conversation with Dan Phelan, President/CEO, and Sara Perkin, Chief of Staff, and Rose Mercier, The Governance Coach senior consultant, we understand the following:

- The Jackson College Board of Trustees has been using Policy Governance® for several years. Of the seven current Trustees, one was present when the Board was introduced to Policy Governance, others have less history with the model. One of the objectives of what is envisioned as a multi-phase process is for Trustees to develop a common understanding of the underlying philosophy and principles of Policy Governance and their application in governance practices.

- In the interest of enhancing Trustees’ understanding of the Policy Governance system, the Trustees have been encouraged to read “Reinventing Your Board” and “Boards that Make a Difference” by John Carver. Trustees are also being offered the opportunity to use the online learning program produced by Brown Dog Consulting.

- The Board’s current policies developed at the time the Board adopted Policy Governance are based on the policy templates in John Carver’s books.

- The Board receives twelve monitoring reports throughout the year related to the College’s Ends. The President/CEO annually acknowledges to the Board that he has stayed within the limitations specified in the Board’s Executive Limitations policies, a process that illustrates the Board’s high level of trust in the President/CEO. The President/CEO believes that there is space for the Board to require a more significant demonstration of accountability.

- Trustees have a range of views about who constitutes the College’s owners. Ownership linkage activities are driven by President/CEO. Activities have included meetings with community action groups, are beginning with affinity groups, e.g. Pakistani and Asian populations in the counties served by the College, and a Jackson business round table is planned.

- The Board of Trustees is interested in improving its use of the Policy Governance system so that it is able to focus more of its time at a strategic level.

- The Board and the President/CEO see the value of developing a system of Board governance practices that will support the sustainability of Policy Governance through succession of individual Trustees and the President/CEO and be independent of the persons fulfilling these roles.

- As part of a planning session on April 3rd, the board is looking for an overview of how its current practices match up with the principles of Policy Governance and good practices.

- The second session planned for June 21st is seen as an opportunity to focus at the more strategic level of Ends.

**Our Proposal for Services**

The Governance Coach specializes in the implementation of Policy Governance® and has accumulated more than 40,000 hours of experience working with hundreds of boards of organizations of different sizes and types. We believe that the principles of Policy Governance provide the basis of an effective, efficient governance system that will enable any board to arrive at principles-based answers to questions related to roles and responsibilities, board composition, board operations, committees, Board-CEO delegation and accountability as well as member and stakeholder relationships.
Our proposal aims to provide an informed basis upon which the Jackson College Board of Trustees can consider how it wishes to further excellence in its governance.

**Phase 1 – Prior to April 3rd**

**DESK TOP DOCUMENT REVIEW (February 10 – March 10)**

- Review the current Board documents including the bylaws, relevant legislation, Board policies, minutes of Board meetings, and monitoring reports. The review will focus on the fidelity of the Board’s policies and monitoring processes with the principles of Policy Governance. The review of minutes will focus on examining how the principles are put into practice. Review of bylaws and other organizational documents will enable an understanding of the context in which to consider ownership. The learning lifted from the review will be summarized and presented to the Board.

**TRUSTEE INTERVIEWS (March 4 – 8)**

- Interviews with individual Trustees will be undertaken with a view to understanding the Trustee’s perspective on Policy Governance and how the Board is currently applying the principles, identifying questions they have about Policy Governance, and exploring their ideas about the Board’s strengths and opportunities for enhancing their effectiveness. Trustee interviews will be conducted by telephone and will be approximately 30 minutes in length. Trustees will be able to select their preferred schedule from a range of possible dates/times and will be provided questions in advance. Learning from the interviews will be aggregated and used in preparation for April.

**PREPARATION FOR APRIL 3rd**

- Preparation of PowerPoint presentation that (a) summarizes the learnings from the Trustee interviews and identifies specific areas of Policy Governance that Trustees, (b) identifies the headlines of the document review that will be explored in more depth through the workshop, and for each key finding, (c) current practice or policy, discussion of the relevant principles, evolution in the implementation of Governance Policy practices, suggested approaches to bring practices/policies in alignment with principles or current practices, and/or suggested approaches to improve the Board’s use of Policy Governance.

- In advance of the workshop, the Board will receive a pre-workshop package that includes an agenda and covering memo that clarifies expectations about the workshop and the planned results.

**Phase 2 – April 3rd**

- Meeting with the Board of Trustees would use the presentation as the starting point for a conversation about the current status of the use of Policy Governance and opportunities for improved practice. This would lead to consideration of options for next steps and identifying the Board’s preferred plan. There would also be an opportunity to sharpen the focus for the June planning meeting.

- Based on the initial conversation with Dan Phelan and Sara Perkin, I anticipate that there will be focused discussions about ownership and monitoring.

- Following the April 3rd meeting, I will provide a written report that documents the general outcomes, further details answers given to questions asked during the workshop and provides a framework for furthering the Board’s preferred plan for improving its use of Policy Governance.

**Phase 3 – April to June**

- This would be the period of preparing for the planning meeting. While the details would depend to some degree on outcomes of April 3rd. However, the current intention is to review and
consider the Board’s Ends policies. If this continues to be the focus, I would provide advanced reading and questions that would serve as preparation for a discussion of Ends.

**Phase 4 – June**

- The outcomes, agenda and preparation for the June planning day (less the 2 hours required for the preliminary budget discussion) will be finalized after April 3rd.

**Coaching Services**

- We also discussed the possibility of coaching continuing after June 3rd. Our Coaching Services are described on page 5.

**Fees and Expenses**

- Fees are based on Rose Mercier’s standard daily fees of $4,000 USD for a full day, $2,500 USD for a partial day (4 hours or less) and $300 USD/hour for desk-top review and interviews. Included in the fee for workshop time is material development, design and facilitation, meeting follow-up report and up to 15 copies of our Governance Reference manual for each Trustee and President/CEO and other senior staff in attendance.

- Expenses: Actual out of pocket expenses for return air travel, ground travel, accommodation and meals not provided.

**Fees**

<table>
<thead>
<tr>
<th>CONSULTANT ACTIVITY</th>
<th>Rate</th>
<th>Time Estimate</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk top review of all relevant Board documents and identification of consistencies/inconsistencies</td>
<td>$300/hour</td>
<td>8 hours</td>
<td>$ 2,400</td>
</tr>
<tr>
<td>Trustee interviews</td>
<td>$300/hour</td>
<td>4 hours</td>
<td>$ 1,200</td>
</tr>
<tr>
<td>April 3rd</td>
<td>$2,500</td>
<td></td>
<td>$ 2,500</td>
</tr>
<tr>
<td>June planning day</td>
<td>$4,000</td>
<td></td>
<td>$ 4,000</td>
</tr>
<tr>
<td>TOTAL FEES</td>
<td></td>
<td></td>
<td>$10,100</td>
</tr>
</tbody>
</table>

Fees for Coaching Services are identified as part of the description on page 5.

**Estimated Expenses**

- April - $ 1,000
  - Air fare (Kingston/Detroit return) $600
  - Ground travel (Metro car return) $200
  - Accommodation (1 night) $150
  - Meals $ 50

- June - $ 1,300
  - Air fare (Quebec City/Detroit/Kingston) $900
  - Ground travel (Metro car return) $200
  - Accommodation (1 night) $150
  - Meals $ 50
Continuing support is available through our Coaching Services

Ongoing coaching ensures that the board has sufficient support to reinforce the habits necessary to apply the principles of Policy Governance® consistently and successfully. The Governance Coach has found through many years of experience with hundreds of boards that the ongoing application of model-consistent practices is greatly enhanced through ongoing coaching. As company president, Jannice Moore writes in our January 2012 newsletter, “Policy Governance® requires that board members and the board as a whole behave very differently than they have in traditional approaches to governance. It is human nature to revert to learned patterns of behaviour. Without a guide to point out when that is happening, boards new to Policy Governance can ‘fall off the wagon’ and not even realize it.”

Coaching provides a cost-efficient alternative for ongoing support to the board.

Coaching services include:

1. Written “Coaching report” following each meeting, including, as relevant:
   a) Comment on how well the board followed Policy Governance principles
   b) Suggestions for additional policies or amendments as needed
   c) Assistance with policy wording for policies under development
   d) Comment on content and format of monitoring reports
   e) Assistance with improved design of board meeting agendas
   f) Suggestions for ownership linkage strategies
   g) Suggestions for continuous improvement in application of the model.

2. On request, advance review of Monitoring Reports prepared by the CEO, with suggestions for refinement, until the CEO is comfortable with the process.

3. Up to one-half hour per month of email and/or telephone consultation with Board Chair and/or President/CEO on any issues you may have relating to governance (may be cumulated to a maximum of two months.)

4. Free access to GC PLACE™ for an unlimited number of board and staff associated with your organization, a value of $95/month, for as long as you remain a coaching client.

5. Additions to the Policy Governance Reference Manual as you begin applying new concepts.

Coaching Fees:

$1,750.00 USD per quarter
Benefits of Working with The Governance Coach

Scope of Experience with Boards of Directors

 Governance is our only business. Our approach to working with your organization is anchored on our experience with over 500 boards in Canada and the United States, including national organizations in both countries, a broad-based knowledge of current governance practices, as well as specific expertise in Policy Governance®.

Bench Strength

 We are a team of ten consultants who provide consulting and ongoing coaching services to an extensive range of diverse boards. Jackson College benefits not only from the consulting provided by Rose Mercier but also the ability to draw on the scope of experience and insights, as necessary, of our full consulting team with its diverse areas of expertise. There are few governance puzzles that we have not resolved to the satisfaction of our clients.

 Through regular educational development, our consultants stay current in the best practices of implementing Policy Governance.

 We offer leading-edge, practical application materials to translate theory into practice so that our clients receive the full benefits of operating consistently with the principles of Policy Governance.

Design and Facilitation of Training

 We have existing and client-proven workshop curricula which can be tailored for the Jackson College Board. We have published material to support the governance work of the board including ‘Advanced Monitoring’, ‘Ownership Linkage’, and ‘Future-Focused Agendas’.

Proprietary Publications and Tools

 As a result of our work with boards over twenty years, we have developed a broad range of tools and publications that can be accessed as appropriate. These include practical application tools to assist with board evaluation, CEO monitoring, annual board agenda cycle, and agenda structure. Our Policy Governance® Reference manual which we provide with any initial workshop includes tools to assist with various governance functions.

 The REALBoard Advisory (https://governancecoach.com/realboard-advisor/) is a twice-yearly publication that focuses on specific governance questions. REALBoard Buzz https://governancecoach.com/realboard-buzz/ is a topical weekly blog that deals with issues pertinent to the use of Policy Governance. Both of these are available online without charge.

 GC PLACE™, just introduced in February 2019, is an online site for timely learning through articles, videos, blogs, tips and tools, FAQs and a monthly live Question and Answer session with one of our consultants. New material is produced weekly and the site is available to subscribers.

 We have facilitated development of board policies in all four categories for a wide variety of organizations in various sectors. These experiences have allowed us to develop sets of template policies specific to particular sectors (including one for colleges), as well as policies that deal with unique topics. While the Jackson College board already has policies, it would have access to policy templates which reflect the most current application of Policy Governance principles.
Company Profile of The Governance Coach

- The Governance Coach™ was founded in 1994, with the purpose of coaching governing boards in all sectors to provide effective and proactive leadership to their organizations in a manner that is fully accountable to those for whom it holds those organizations in trust. We are based in Calgary, Alberta with consultants in Canada in Edmonton, Saskatoon, Winnipeg, Kingston and Moncton; in the U.S. in Middleton Springs, Vermont, Big Fork, Montana and Fort Wayne, Indiana; and in New Zealand.

- The Governance Coach™ has helped in excess of 500 boards across Canada and the United States provide clear, future-focused direction leading to organizational success.

- We have experience assisting the boards in the non-profit, public and corporate sectors. We have worked with the boards of national and state/provincial associations, health regions, hospitals, public utilities and authorities, community colleges, schools and school boards, professional associations, trade associations, small and large voluntary agencies, charities and foundations, benefits trusts, municipal councils, churches and mission organizations, tourism agencies, regulatory organizations, cooperatives, credit unions, and Aboriginal groups. We have clients from coast to coast, both in Canada and the USA.

- Our experience includes working with newly established boards to develop their governance approach, as well as assisting existing boards to move from governance styles of micromanagement, with a primary focus on approving staff plans, or alternatively, being largely “rubber stamps” for staff-directed initiatives, to a style in which the board’s major focus is on future-oriented strategic direction setting, with effective delegation of the day-to-day management to a CEO. This delegation is accompanied by a systematic monitoring process to ensure that there is accountability in the delegated areas.

- Assisting this range of clients has enabled us to develop hands-on expertise in all the key areas of governance – appropriate governance structures, including use of committees; defining roles and authority with clear distinction between the roles of board and management; ensuring governance accountability and transparency; facilitating development of policies, using those policies at the board level to appropriately address areas such as expected results, acceptable limits of risk, financial management, human resources, compensation practices, and relationships with stakeholders; developing the expertise of boards and board members as effective leaders; approaches to engaging with stakeholders and members; the board’s role in effective monitoring of organizational performance; effectively using board meeting time to focus on the future; and board self-evaluation to ensure continuous improvement in governance capacity and sustainable governance succession.

- We have built our company on the values of integrity and servant-leadership.
<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.3  First Reading</td>
</tr>
<tr>
<td>8.3.1  By-Laws</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.

- By-Laws

<table>
<thead>
<tr>
<th>Resource Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consideration of advancing the policy to the second reading.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>
Policy Summary:

Bylaws are essential for effective operation of the Jackson College Board of Trustees. Generally, the 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. Furthermore, the bylaws define how its meetings are conducted, and how often meetings are held. Finally, the board’s bylaws constitute legal guidelines for the work of the board and are focused only on the highest level of governance issues.

Policy Statement: 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.
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-chairperson shall perform the duties of the chairperson in the absence of the chairperson. He/she shall perform other functions and duties as designated by the board.

   c. The Treasurer shall perform other such duties as designated by the board.

   d. The Secretary shall sign all legal documents as authorized by the board.

4. Duties of Board Liaisons
   i. The Board of Trustees shall establish and appoint Liaisons as needed to assist the Board in undertaking its work. The following Liaisons and relevant duties are established: The Assistant Treasurer shall receive, hold in custody and expend all funds as directed by the Board and President. The Assistant Secretary shall keep record of all meetings, post all legal notices and perform such other duties as designated by the Board.

5. 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.

6. Meetings
   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
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 approved by the majority of the Board;
   iii. Where a board member (or members) is unable to attend a meeting due to circumstances beyond his or her control;
   iv. 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 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 meetings of the Board 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.

7. Electronic Communications
Neither the board collectively nor its individual members may engage in electronic 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 applies at all times, including by way of example and not limited during the course of board meetings, except as noted in 6.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.

8. Committees of the Board
a. Standing Committee
   The board of trustees shall have a standing audit committee.

b. Special Committee
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.

9. Minutes of Proceedings
   a. Minutes of the proceedings of the previous meeting shall be prepared by the Assistant Secretary 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 Chairperson and the Secretary.
   c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote yea and nay shall be recorded.
   d. The official minutes shall be bound and kept in the President's office of the College as well as posted on the College website.

10. 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.

11. 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.

12. 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.

13. 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.

14. Order of Business
    The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

    1.0 Call to order
2.0 Roll call

3.0 The Pledge of Allegiance to the United States of America

4.0 Communication
   4.1 Visitor-Guest Comments (limited to 5 minutes per speaker)
   4.2 Board Items:  
       4.2.1 Conflict of Interest Consideration  
       4.2.2 Board Comments
   4.3 Consideration of Minutes
   4.4 Marketing Report
   4.5 College Feature (occasional as needed)

5.0 Consent Agenda

65.0 ENDS Performance Reporting
   5.1 Monthly mBoard Monitoring Report(s)
   5.2 Treasurer’s report [quarterly and annual]

6.0 Consent Agenda

7.0 Action Items

78.0 Information Items

98.0 Closed Session [as needed]

109.0 Adjournment

15. Amendments
   These bylaws may be amended at a meeting of the Board by a majority of the members of the board.

16. 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.

17. Citizen-Owner/Stakeholder Participation
   The Board of Trustees shall solicit the advice and counsel of citizens in planning, direction-setting, evaluation of and operating the College. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholders/citizen communications to the Board of Trustees shall be addressed to the Board of
Trustees. **Owner/StakeholderCitizens** who wish to present any matter of concern to the College shall make a written request to the Assistant Secretary to the Board of Trustees on the speaker request form prior to the meeting. This shall be considered under the “Communications” 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.

18. 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 at item 5.2.1 on the agenda, 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.

19. Governance Methodology
   a. The Jackson College Board of Trustees shall **generally utilize** Policy Governance (also known as the Carver Model of Governance) practices in undertaking its work as members of the board.
<table>
<thead>
<tr>
<th>Date Of Change</th>
<th>Version</th>
<th>Description of Change</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/6/2011</td>
<td>1.0</td>
<td>Initial Release</td>
<td>M. Fall</td>
</tr>
<tr>
<td>7/13/2012</td>
<td>2.0</td>
<td>Edit from Board</td>
<td>A. Stiers</td>
</tr>
<tr>
<td>12/12/2012</td>
<td>3.0</td>
<td>Addition of Pledge of Allegiance</td>
<td>A. Stiers</td>
</tr>
<tr>
<td>7/08/2013</td>
<td>4.0</td>
<td>Edits from President and Chief of Staff</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>7/14/2014</td>
<td>5.0</td>
<td>Annual Review by the President and Board</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>7/15/2015</td>
<td>6.0</td>
<td>Annual Review by the President and Board</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>7/11/2016</td>
<td>7.0</td>
<td>Annual Review by the President and Board</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>7/10/2017</td>
<td>8.0</td>
<td>Annual Review by President and Board</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>7/9/2018</td>
<td>9.0</td>
<td>Annual Review by President and Board</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>9/10/2018</td>
<td>10.0</td>
<td>Annual Review</td>
<td>Chief of Staff</td>
</tr>
</tbody>
</table>
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

### Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>8.4  President’s Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.4.1 Foundation Update</td>
</tr>
<tr>
<td>8.4.2 Legislative</td>
</tr>
<tr>
<td>8.4.3 College Items</td>
</tr>
<tr>
<td>8.4.3.1 Upcoming Events (BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
</tr>
</tbody>
</table>

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

Additionally, Jason Valente, President of the Jackson College Foundation will be on hand to share an update.

### Resource Impact:

None

### Requested Board Action:

None

### Action Taken:

None
Please review the following list of JC & Community Events where your participation is encouraged.

- **Jackson Chamber's 110th Annual Meeting**
  Thursday, February 7, 2019
  5:30pm – 9pm
  Potter Center's Baughman Theatre and Snyder Dining Commons

- **JC's Sportsman's Banquet**
  Saturday, February 9, 2019
  5pm
  Victor Cuisss Fieldhouse

- **JC Athletics Sip, Savor Support**
  Friday, March 22, 2019
  6pm
  Gene Davis and Sons Banquet Center

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