AGENDA

1.0 Call to Order
2.0 Roll Call
3.0 Pledge of Allegiance

4.0 Communications
   4.1 Citizen Comments
   4.2 Employee Comments
   4.3 Board Items:
       4.3.1 Conflict of Interest Consideration
       4.3.2 Board Comments
   4.4 Student Comments
   4.5 Consideration of Minutes:
       4.5.1 Regular Meeting Minutes of June 11, 2018
   4.6 Marketing Report

5.0 ENDS Performance Reporting
   5.1 Talent Development & Employee Impact Board Monitoring Report
   5.2 Treasurer’s Report:
       5.2.1 FY 2018 Q4 Report
       5.2.2 Insurance Review

6.0 Action Items
   6.1 Consideration of Fall Board Planning Session Date
   6.2 Second Reading Consideration:
       6.2.1 Board of Trustees By-Laws
   6.3 Consideration of the Administrative Personnel Practices Manual*
   6.4 Jackson College Representative for the Dahlem Center Board

7.0 Information Items
   7.1 First Reading Consideration:
       7.1.1 Monitoring Presidential Performance
       7.1.2 Policy Governance
   7.2 President’s Report:
       7.2.1 Legislative
       7.2.1.1 Marshall Plan
       7.2.2 JPEC
       7.2.3 JC Foundation
       7.2.4 College Items:
           7.2.4.1 Upcoming Events

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

9.0 Return to Open Session

10.0 Action Item
    10.1 Consideration of Approval of Staff Union Contract*

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

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>4.0</th>
<th>Communications</th>
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<tbody>
<tr>
<td></td>
<td>(BOARD POLICY: GOVERNANCE PROCESS: Governing Style)</td>
</tr>
</tbody>
</table>

Executive Summary:

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

4.1 Citizen Comments  
4.2 Employee Comments  
4.3 Board Items:  
  4.3.1 Conflict of Interest Notification  
  4.3.2 Board Remarks  
4.4 Student Comments

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

4.5 Consideration of Minutes  
  4.5.1 Regular Meeting Minutes of June 11, 2018  
4.6 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 in the Boardroom on Monday, June 11, 2018 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson Michigan 49201.

Vice Chairman Crist called the meeting to order at 6:30PM Eastern Daylight Time,

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

**Board Member Absent:** Chairman, Samuel Barnes and Treasurer, Donna Lake.

**Others Present:** Dr. Daniel Phelan, Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jeremy Frew, Jason Valente, Kelly Chambers, Chas Lieteart, Teresa Choate, Diana Agy, Steven Albee Scott and Dotty Karkheck, Diana Agy’s students were also in attendance.

**COMMUNICATIONS**

**Citizen Comments**
There were no citizen comments.

**Employee Comments**
Professor Diana Agy was on hand to share that the Heritage Center was recently recognized by the Governor’s Award, Professor Tuckey provided a greeting to the Board and shared that she hopes to be in attendance at future meetings.

**Board Comments**
Trustee Heins commented that the Jackson Radio Segment was well done.

**Student/Student Government Comments**
There were no student comments.

**Consideration of Minutes**
The minutes of the regular Board meeting on May 14, 2018 were moved into the record by Vice Chairman Crist on behalf of the Trustees.

**Marketing Report**
Dotty Karkheck, Director of Marketing provided the marketing report.

**ENDS PERFORMANCE MONITORING REPORT**

**Student Success**
Dr. Kate Thirolf, Vice President for Instruction presented the Student Success Monitoring Report together with 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**

*Truth in Budgeting Hearing*

Each year the College must satisfy its legal requirement of publicly presenting the coming year’s budget with appropriate “Truth in Budgeting” disclosures to the public. As required, a public notice was placed in the local newspaper (i.e., Citizen Patriot). The College received no responses from this posting.

Vice Chairman Crist opened the floor to public comments at 7:08PM, There were no public comments, Hearing closed at 7:08PM.

*Consideration of Authorization to Levy*

Darrell Norris, Vice President of Finance, presented the proposal to levy noting that the tax rate is the same as last year (due to no moderating effect of the Headlee Amendment), 1.1446 mills, which is less than the original 1.33 charter millage, (an annual loss of approximately $830,000, per year, in local property tax support), due to the Headlee Amendment. **MOTION BY HEINS** “To approve authorization to levy a tax rate of 1.1446 mills, as presented. ROLL CALL VOTE: TRUSTEES MATHEIN, HEINS, CRIST, PATTERSON AND HOFFMAN, MOTION PASSED UNANIMOUSLY.”

*Consideration of FY ‘19 Tuition and Fees*

Vice President Norris presented the following proposed tuition and fee rates for FY ‘19, for the Board’s consideration, **MOTION BY TRUSTEE HEINS** “To approve tuition and fees as presented for FY ‘19.” ROLL CALL VOTE: TRUSTEES PATTERSON, CRIST, HEINS AND MATHEIN VOTED AYE, TRUSTEE HOFFMAN VOTED NAY, MAJORITY VOTE PASSES MOTION. The approved tuition and fees for FY ‘19 are as follows:

- In-District tuition at $152.80 (was $145.00) a 5.4% increase
- Out-District at $229.20 (was $217.00) a 5.6% increase
- Out-of-State/International at $305.60 (was $290.00) a 5.4% increase
- Student Service Fee will be $44.00 for billing contact hour (was $42.00)

Vice President of Finance, Darrell Norris, reviewed the proposed Fiscal Year 2019 budget based on general parameters established by the Board of Trustees, **MOTION BY TRUSTEE PATTERSON** “To approve the Fiscal Year 2019 budget of $46,897,275.” ROLL CALL VOTE: TRUSTEES MATHEIN, HEINS, CRIST AND PATTERSON VOTING AYE, TRUSTEE HOFFMAN VOTING NAY. MAJORITY VOTE PASSES MOTION.

*Selection of Representatives to the 2018-2019 MCCA Board of Directors*

Dr. Phelan noted that the Michigan Community College Association (MCCA) requires the certification of each member college’s President/CEO, a Board member to serve as
institutional representatives to the MCCA Board of Directors. In addition, an institutional Trustee-Director Alternate must also be certified, all by July 1 of each year, The Board agreed that Trustee Crist would remain as the representative and Chairman Barnes would remain as the alternate, MOTION BY TRUSTEE HEINS “To assign Vice Chairman Crist as the MCCA Board of Directors Representative.” MOTION PASSED UNANIMOUSLY,

Second Reading: Board Committee Principles and Mission Documents
President Phelan presented the Board Committee Principles and Mission Documents, MOTION BY TRUSTEE HEINS “To approve the Board Committee Principles and Mission Documents.” MOTION PASSED UNANIMOUSLY,

INFORMATION ITEMS
First Reading: Board of Trustees By-Laws
The Board of Trustees By-Laws policy was shared for first reading, The policy was moved to second reading consideration next month,

President’s Report
President Phelan provided brief college updates to the Board including the recent award Vice President Cindy Allen received, highlights from the recent “This is Jackson magazine and shared upcoming events,

CLOSED SESSION
As provided by Public Act §15.268, Section 8, sub-sections (c) for purposes of discussing negotiations of union collective bargaining agreements. MOTION BY TRUSTEE PATTERSON “To move into closed session for the purpose of discussing the president’s performance.” ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, CRIST, HEINS AND MATHEIN VOTING AYE, MOTION PASSED UNANIMOUSLY, The Board moved into closed session at 7:27PM.

MOTION BY TRUSTEE HOFFMAN “To move back into open session”, TRUSTEES HOFFMAN, PATTERSON, CRIST, HEINS AND MATHEIN VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 7:33PM.

MOTION BY TRUSTEE HOFFMAN “To assign Chairman Sam Barnes as the alternate for the MCCA Board of Directors, MOTION PASSED UNANIMOUSLY,

ADJOURN
MOTION BY TRUSTEE HOFFMAN “To adjourn.” MOTION PASSED UNANIMOUSLY,
Meeting adjourned at 7:34PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, June 11, 2018 were approved at the regular meeting of the Board held on July 9, 2018.
**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: July 9, 2018

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

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

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<thead>
<tr>
<th>5.1</th>
<th>Talent Development &amp; Employee Impact Board Monitoring Report</th>
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(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)

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Enclosed is the Talent Development & Employee Impact Monitoring report. This report considers the College’s workforce-focused outcomes as they relate to our employee’s capability, capacity, knowledge, skills and abilities, as well as institutional climate and employee satisfaction and engagement. We continue to realize the benefits of the advancement of our focus on the 5-Star Talent Program for the recruitment, on-boarding, retention, evaluation/recognition and professional development of employees.

Cindy Allen, Vice President of Administration, Human Resources and Talent Development present the report and address any questions you may have.

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**Resource Impact:**

None

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**Requested Board Action:**

None

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**Action Taken:**

None
ENDs Monitoring Report
Talent Development & Employee Impact Board Monitoring Report
July 9, 2018

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

Presented by:
Cindy Allen, Vice President of Administration, Talent and Human Resources
Prefatory Section

As described in the Board ENDS and Formal Institutional Monitoring Board Policy, the President will provide monthly reports which allow the Board to engage in formal monitoring and inspection of the College’s performance in essential areas. The key performance area for this month’s review is Talent Development & Employee Impact Board Monitoring Report.

This Talent Development & Employee Impact Board Monitoring considers our organization’s outcomes as they relate to hiring, TCS^2 commitment, evaluation, College values and beliefs fulfillment, recognition and development of our employees. It also considers employee climate, including employee health and wellness, workforce benefits, and rewards and recognition practices for our workforce. This report also considers employee engagement and workforce satisfaction and discusses trends for workforce development and leadership nationally.

Executive Summary

The College developed, 5-Star Talent Program, continues to reap significant benefits, particularly as it relates to our culture of being inclusive, kind and totally committed to student success. We continue to host other colleges from across the country who are benchmarking against us. Most recently, Hartford Community College in Bel Air, Maryland and McClennan Community College in Waco, Texas have engaged in understanding our best practices. The tools we have developed regarding performance recognition pay have been shared with hundreds of colleagues around the nation.

We just finalized our first year of performance pay for our faculty. Of 71 full-time faculty and two learning facilitators, 63 were eligible to participate in performance pay and 55 met established goals and will be receiving performance checks in August. The instructional deans met with the faculty mid-year and again at the end of the academic year to review rationale for why or why not the employee was eligible for performance consideration. Performance pay for administrators and support staff were just distributed on June 29. In total, 64 regular full- and part-time employees and 25 administrators were recognized for their work. In the most recently negotiated contract with support staff, the previous tool and process were changed slightly to be more in alignment with the faculty process. Specifically, each support staff member will be given measureable goals and have quarterly checkpoints with their administrative supervisors to make sure the employee is on track. This new contract now provides for 100% performance-based pay with step increases being totally eliminated. To finalize this union contract, the Board needs to consider and approve the tentative agreement. Please note that this contract was finalized and ratified with the union (at 92%) prior to the expiration of the current contract.

A subcategory of this Talent Development & Employee Impact Board Monitoring Report review is the recognition of our employees and celebrating successes. Several related initiatives were launched and continued this year, including Hot Dog Wednesdays, a trip
to the Detroit Tigers game, our first TCS² award was presented to Michael Coy for taking his own personal time on a Saturday and assisting his student worker with meeting acceptance criteria, transferring to the theatre program at Wayne State. Our employees were also recognized for their one and three year anniversary with a note and gift card. Jackson College Jeans Fridays was also continued during the summer as a way to support the Student Emergency Fund and our food bank. More details appear in the institutional context section of this report that review our work related to celebrating our employees, as well as offering opportunities for additional networking with their colleagues.

One of our former AQIP Pathway (i.e., accreditation) action projects addressed engaging employees with community service projects and College community and family events. The two afternoons a year College employees spend time giving back to the community by lending their time and labor. Our employees are embraced and incredibly appreciated by our community partners. As stated in our Action Project goal, we sent a group of employees who visited three elementary schools in Adrian, assisted in library projects, academic assignments and arts and crafts. Collectively, 140 College employees visited nine Jackson Public Schools facilities, as well as 3 elementary schools in Adrian in the Fall. The College’s Spring community service included 145 projects at the Dahlem Center, John George Home, Mt. Evergreen Cemetery, Sharp Park Disc Golf and Habit for Humanity. In Hillsdale, volunteers painted at the Sandy Beach Playground.

Keeping our employees healthy continues to be an important initiative. A recent survey of our employees showed that 82% of those surveyed feel the health coach project is able to assist them in making a change in their health and 86% of those surveyed are taking an active role in achieving their health goals. Additional options for stress reduction is a monthly chair massage. Later in the report you will also notice the increased usage in our Oasis Center by both students and employees.

Overall, we have made great strides in our Workforce efforts. Although our overall turnover is greater than what we would prefer, (largely due to retirements and promotions) our goals for next year are intended to assist with that issue, as well as the improved diversity of our employees.
Institutional Context

Figure 1 (below) presents the Baldrige/Higher Learning Commission (HLC) accreditation criteria for Talent Development & Employee Impact Board Monitoring Report Priorities. The overarching HLC components are process, results and improvement.

Figure 1: Workforce Focus Priorities

Jackson College is committed to providing a world-class work environment for all employees. To that end, the Human Resources and Talent Development Office continues working on the following initiatives:

The Leadership Council handed out certificates for performance recognition pay, acknowledging an employee’s hard work, total commitment to student success (TCS²) and living our College’s values and beliefs. For many employees, the certificate and recognition alone brought gratitude and a few tears. They were overjoyed to learn that a performance bonus would be in their pay advice the following pay period. In addition, the performance bonus amount was then added to employees’ base pay.

A large celebration was scheduled around the holidays when our employees were invited to Grand River Brewery for great food and camaraderie. All employees have an opportunity to catch up with one another. Random drawings provided a fun opportunity to win prizes. Due to the success of this event, other location options are being reviewed to accommodate more employees. Many individuals donated food to our food pantry as their contribution to pay it forward to our students.

Jackson College Jeans Friday from Memorial Day to Labor Day is a huge hit with our employees that requires a $3 donation, which can be directed to the student emergency fund or the food bank. In return the employee wears a sticker "Ask me why I'm wearing jeans" so an employee can explain the "fun"draising effort and why employees are
dressed down. Funds raised by this event totaled $890.25. "Dog Days of Summer," each Wednesday a free hot dog luncheon is held under the patio sails for employees. The only stipulation for free food is employees are required to eat their lunch with co-workers and not take their plate back to their office. This lunch is a summertime favorite and is well attended on a weekly basis. Last August we nearly filled a 56 passenger bus with Jackson College employees and their families and headed to a Detroit Tigers game. This event built lasting friendships and rapport among employees. This summer employees indicated they would like to stay a little closer to home with a Lugnuts game. Details are currently being worked out.

Coffee & Conversation is held quarterly to bring employees up to date on college issues and give employees an opportunity to ask questions of the President. In addition to this opportunity, the Deans have offered up Deans & Donuts, as a time for faculty and staff to have an opportunity to meet with the Deans and ask questions they may have.

In an effort to address the millennial workforce with early recognition initiatives we have implemented 1 & 3 year anniversary awards rather than employees waiting for their 5 year anniversary for recognition. Employees are genuinely appreciative of the recognition at this early stage in their employment with Jackson College.

External Context

An external environmental scan related to Talent Development & Employee Impact priorities identified several articles with the focus on employee retention and motivation:

Opportunities:
- Corporate Social Responsibility
  - Many companies are branding themselves and using this information as a way to recruit a workforce looking for employers with social responsibility, an employer who is ethical and transparent and concerned about the carbon footprint. This social responsibility also include volunteerism.
- Millennial Generation – Career Advancement Impatience/Retention of Talent
- Creating a Spirit of Cooperation
  - New article on workplace engagement: The glue that holds the strategic objectives of the employee and the business together is frequent, effective communication. Engaged employees have the information that they need to understand exactly and precisely how what they do at work every day affects the company’s business goals and priorities.
Institutional Performance Reporting and Assessment

The PACE Survey is only meant to be sent out every-other year. While the PACE Survey was completed in the Spring of 2017, a more informal survey is going out to employees during this summer to make sure we are moving the right direction. And addressing the areas that were indicated as concerns for the employees of Jackson College.

Challenge/Opportunity indicated in the off-year survey:
  - The extent to which I have the opportunity for advancement within this institution (3.184 / 5.0).

Employee Professional Development: Winter Convocation offered a variety of professional development options. Three different sessions were offered in the morning and twice in the afternoon. Topics were “Four Choices of Leadership,” “Open Carry,” “Protecting Yourself from Ransomware,” Cultural Competency,” “College Demonstrations,” “Toastmasters,” “Dealing with Difficult People,” “Autism Awareness” and “Health and Safety.”

A goal from the 2017/18 Monitoring report was to provide professional development opportunities with emphasis on knowledge transfer, process mapping and team lead training. These have all taken place with complete employee participation.

Monthly training in the Administrative Council meetings has proven to continue to be valuable. Training on effective performance evaluations, setting goals, recognizing employees with potential drug and alcohol problems, reviewing changes to the support staff contract, review of health benefits/changes, budgeting and data breach challenges and associated costs.

Securing the Human training is online training offered by the IT Department to bring awareness to employees on the topic of cyber security, in both their work and personal lives. The College continues to invest in their employees with our own leadership academy, the second cohort completed in the December 2018. This cohort demonstrated outstanding potential and continues to meet with interest in making contributions to the Talent Development & Employee Impact Board Monitoring Report Committee topics. While this committee cannot have the entire cohort join, a member has been invited to speak on the cohort’s behalf and convey thoughts and ideas. Plans are underway for a third cohort to begin in the Fall of 2018.

The HR department has entered into an agreement with a new on-line professional development company after benchmarking with other Colleges. This system is much more robust that our current provider and would meet compliance requirements under Clery, Drug Free Schools and Campuses, Title IX, Violence Against Women and more.
External professional development, conferences and workshops throughout the state and nation, are tracked through the approval form in the business office. Those hours are displayed in figure 2 (below):

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<tbody>
<tr>
<td># of Hours</td>
<td>1500</td>
<td>1404</td>
<td>1124</td>
<td>1875</td>
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<tr>
<td># of Employees</td>
<td>57</td>
<td>65</td>
<td>54</td>
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**Jackson College Employee Turnover Trend**
As displayed in figure 3 (below), employee turnover remained relatively flat from FY17 to FY18 at 13%. The Employee Turnover rate that was reported by 17 of Michigan’s Community Colleges is 8.37%, 4.47% excluding retirements for 2017.

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018*</th>
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<tr>
<td>Overall</td>
<td>4%</td>
<td>13%</td>
<td>12%</td>
<td>13%</td>
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<tr>
<td>Faculty</td>
<td>1%</td>
<td>18%</td>
<td>7%</td>
<td>13%</td>
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<tr>
<td>Staff</td>
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<tr>
<td>Administration</td>
<td>16%</td>
<td>14%</td>
<td>21%</td>
<td>11%</td>
<td>12.5%</td>
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</tbody>
</table>

*2018 Turnover Rate Less Retirements: Overall: 10.1%; Faculty: 7.9%; Staff: 11% and Administration: 10.4%

Exit interviews are conducted by HR when an employee resigns. Many employees are leaving for considerably more money but convey that they love this College and the culture and hope that this is just good-bye for now but not forever. Keeping connected with former employees, who made a positive impact on this College, will be a great tool in recruiting them back to the organization as positions become available. Many of those employees also say they are leaving because they don’t see a path for upward mobility. Additional initiatives to complement our leadership academy are being developed. Also included in employee turnover statistics are employees who did not fit our culture. Individual strategies were developed to off-board these individuals.
As we look at the breakdown of our workforce in figure 4, by employee classifications, age bands for administration is spread quite evenly; 71% of our full-time faculty are between 40-59 years of age and nearly half of our staff are between 30-49, with one-third between 30-39 years of age. These are important statistics to consider as leadership identifies future leaders for succession planning and knowledge transfer.

Valuing, Recognizing and Engaging: Valuing our employees continues to be a regular agenda item for the Talent Development & Employee Impact Board Monitoring Report Committee, and is also a component of our College’s Beliefs. One recent activity that underlined this focus was the Annual All College Celebration. The 2018 All College Celebration honored 7 retirees. We also celebrated this year’s Outstanding Employees: Over 150 people attended the event, free of charge to employees and a guest.

In addition to celebrations, frontline employees are given the opportunity to present to Leadership Council initiatives from their areas, related to our Total Commitment to Student Success. Employees working with the Men of Merit, Sisters of Strength, TRIO, as well as a faculty member who has worked extensively with minority students, have already had this opportunity, with more to come as the year progresses.

Corporate Social Responsibility
In a highly competitive job market, more companies are marketing their corporate social responsibility to attract new talent “recruiting with a mission” and differentiate us as an employer of choice. Jackson College continues to make efforts to decrease our carbon footprint by focusing on our triple-bottom line (people, profit and planet), but now needs to use this information to promote why Jackson College as the right career choice.

In the kitchen, starting Fall semester, Continental Services will be replacing styrofoam and plastic in favor of using ‘hard’ dishes and silverware in an effort to reduce landfill waste. Additionally, all “to-go” containers will be made of compostable materials (i.e.  ...
paper, bamboo or corn). This summer, we will be replacing a 40-year-old dishwasher with an energy efficient model that can handle plates and silverware for all food service functions in the dining room. President Phelan is also working with organizations to expand wind and solar generation options for the Central Campus. These are yet other steps in reducing our carbon footprint efforts.

**Community Service**
Jackson College continues to be a source of positive conversation for the community work that we do. Many schools post pictures of employees working with students on their websites, they look forward to us coming and always have tasks well organized. The John George Home sent a touching thank you note and indicated they are looking forward to our return.

The College’s annual Easter Egg Hunt and Spooktacular events continue to be big hits with not just our community members but with our employees. Many employees bring their families out to central campus to participate. Employees also enjoy participating in the planning and volunteering for these events.

**Culture/Benchmarking:** Community colleges and universities from a multitude of areas have come, or plan to come, shadow and benchmark against Jackson College. McClennan Community College (TX) met with employees at Jackson College. Specific to Human Resources, they had questions regarding the hiring process, on-boarding and
performance evaluations. An HR representative from Bay College (MI) visited last August to shadow the on-boarding process for nearly a week. The HR Director from Hartford Community College (MD) plans to visit in August to shadow the on-boarding process.

**Increasing Diversity in the Hiring Process**

Lee Hampton was appointed by President Phelan as the College’s Chief Diversity Officer. As part of his duties, he will assist the HR/Talent office with seeking out qualified individuals of color for faculty, adjunct and administrator positions. Jackson College continues to promote equity and a diverse employee population. The College requires that a member of the Council on Diversity and Inclusion participate in every employment interview committee meeting. As well, we have several members on the Committee actively seek out individuals who they feel will fit our organizational culture of service and commitment to student success.

Because potential employees tend to prefer not to self-identify their ethnicity, a new effort will be put forth to survey all current employees, as well as survey new employees after their hire, for ethnicity and accurate data for future reference.

**Institutional Performance Improvement Planning**

Wellness initiatives continue to make a positive impact on our employees’ lives. In just three years, the College has witnessed significant improvements in employee health. Our health coach says that positive changes are occurring but employees still need additional support with their emotional health and stress. Based on 147 surveys completed:

- 82% of those employees surveyed feel the health coach is able to assist them in making a change in their health;
- 86% of those surveyed are taking an active role in achieving their health goals; and
- 40% of those surveyed took action on what they want to change AND ACHIEVED THEIR GOAL!

**Figure 5**

![Health Coaching Feedback](image)

On any given day you can see employees outside walking during break or before/after work, encouraging more employees to search out this time during the workday is one way
to promote physical and mental wellness. It is our intention to create the Jet’s Fitness Trail around the perimeter of Central Campus, believing that more employees will take advantage of a thirty minute walk throughout the day.

An additional option for employees to reduce stress is the monthly opportunity to receive a chair massage costing the employee $1/minute. About twelve to eighteen employees currently take advantage of this monthly opportunity and genuinely appreciate the moment of relaxation.

The College’s Oasis Center opened in September 2017. Employee usage displayed in figure 6 below shows how the prior EAP program was previously underutilized, but due to the addition of the Oasis Center, our employees are taking advantage of this mental health support operation. As a side note, the Oasis Center is only open one (1) day per week during the summer months.

**Figure 6**

![Graph showing appointments and drop-in questions at the Oasis Center](image)

![Graph showing drop-in and questions at the Oasis Center](image)
Conclusion

Future Goals: Recognizing, Rewarding and Engaging our Employees for 2018/19
The following ongoing goals are the focus of the Talent Development & Employee Impact Committee and part of the FY ‘18 strategic plan.

- Creation of an Employee Referral Program
  Who knows the culture of Jackson College better than the current employees? This is an opportunity to allow the current Jackson College employees to refer qualified candidates to future positions at Jackson College.

- Complete the implementation of NEOGOV online employee evaluation tool

- Creation of an Intentional Mentoring Program – Retention of Talent
  - After the completion of the New Employee Orientation, setting up an intentional mentoring program for employees would help promote retention of the talent we work (and pay) so hard to attract.
  - Need to research and benchmark

- Advancement: 3rd Leadership Academy and MCCA Leadership Academy (2nd year in a row)

- Completion of the implementation of a NOC Center for Fall ’18 so employees feel safe and secure on all campuses.

Jackson College has been, and will continue to be, a great place to work. Much effort has been devoted to working cross functionally to reach our goals and make sure we are hiring people who believe in the College’s values and beliefs. We recognize employees who are living our values and beliefs through performance evaluations and performance recognition pay.
TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

<table>
<thead>
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<th>Subject to be Discussed and Policy Reference:</th>
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<tr>
<td>5.2.1 Treasurer’s FY 2018 Q4 Report</td>
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<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
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Enclosed for your consideration and review is the College’s 4th quarter financial report representing the summation of FY ’18 from a financial perspective. A highlight of the year’s achievements.

Vice President of Finance, Darrell Norris, will respond to questions you may have.

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<th>Resource Impact:</th>
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<th>Requested Board Action:</th>
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<tr>
<th>Action Taken:</th>
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<td>None</td>
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Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees

Prepared by the Business Office
June 30, 2018
Jackson College
Memo From Darrell Norris, Vice President of Finance
For the June 30, 2018 Financial Report

Following is the June 30, 2018 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2017-2018 Budget as adopted at the June 2017 Board of Trustees meeting and the amended 2017-2018 Budget adopted at the May 2018 meeting.

Revenues

- **Tuition and Fees** - 18/SP actuals performed favorable to conservative estimates used in the May budget adjustment.

- **Contract Training** - Revenue performed favorable to adjusted budget as unanticipated trainings occurred in June.

- **Miscellaneous Income** - Variance is timing as the College will not recognize income from unused meal plans until final adjustments are made.

Expenses

- **Services - Staffing Agency** - Savings due to lower than planned Adjunct cost.

- **Transfers** - Higher than budgeted transfers due to favorable budget performance compared to amended budget.

- **Capital Equipment** - Budget adjustment was unfavorable to actual expenses.

Other Notes

- **Cash and Investments** - Balance is up from prior year by approximately $1,930,000. This is due to favorable revenue and favorable expenses along with lower than normal capital improvement expenses. The Board directed MILAF investment strategy was operationalized in May 2018. At June 30, 2018 interest revenues have already exceeded $10,000. These earnings are designated for future operations.

- **Building and Site** - The Building and Site fund has a balance of just over $1,462,000 which is comparable to last year.

- **Looking Ahead** - The College's revenues remain stable due to the addition of Summer Semester Pell Grants and the 2nd Chance Pell grant experiment. In the uncertainty that the 2nd Chance Pell Grant experiment will be made permanent, the College is adding expenses conservatively.
# Revenue and Expense Statement

**General Fund - FY 18**

For the Year Ended June 30, 2018

Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>2017-2018 Original Budget</th>
<th>2017-2018 Amended Budget</th>
<th>Actual Year to Date</th>
<th>Percentage of Amended Budget</th>
<th>Planned Percentage to Date</th>
<th>Variance of Planned Percentage to Actual</th>
<th>Prior Year to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross tuition and fees</td>
<td>$28,307,556</td>
<td>$26,500,000</td>
<td>$27,154,285</td>
<td>102.5%</td>
<td>100.0%</td>
<td>$654,285</td>
<td>$25,910,941</td>
</tr>
<tr>
<td>Less Institutional Scholarships</td>
<td>(975,720)</td>
<td>(900,000)</td>
<td>(790,045)</td>
<td>88.1%</td>
<td>100.0%</td>
<td>106,955</td>
<td>(1,140,785)</td>
</tr>
<tr>
<td><strong>Net tuition and fees</strong></td>
<td>27,331,836</td>
<td>25,600,000</td>
<td>26,361,240</td>
<td>103.0%</td>
<td>100.0%</td>
<td>761,240</td>
<td>24,770,156</td>
</tr>
<tr>
<td>Housing</td>
<td>1,000,000</td>
<td>625,000</td>
<td>617,095</td>
<td>98.7%</td>
<td>100.0%</td>
<td>(7,905)</td>
<td>1,214,979</td>
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<tr>
<td>Property taxes</td>
<td>5,002,000</td>
<td>5,002,000</td>
<td>4,967,735</td>
<td>99.3%</td>
<td>100.0%</td>
<td>(34,265)</td>
<td>4,890,768</td>
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<tr>
<td>State appropriations</td>
<td>12,677,600</td>
<td>12,815,100</td>
<td>12,780,350</td>
<td>99.7%</td>
<td>100.0%</td>
<td>(34,750)</td>
<td>12,686,717</td>
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<tr>
<td>Contract training</td>
<td>170,000</td>
<td>100,000</td>
<td>127,725</td>
<td>127.7%</td>
<td>100.0%</td>
<td>27,725</td>
<td>234,848</td>
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<tr>
<td>Potter Center activities</td>
<td>447,000</td>
<td>447,000</td>
<td>435,644</td>
<td>97.5%</td>
<td>100.0%</td>
<td>(11,356)</td>
<td>460,857</td>
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<tr>
<td>Miscellaneous</td>
<td>864,000</td>
<td>864,000</td>
<td>811,743</td>
<td>94.0%</td>
<td>100.0%</td>
<td>(52,257)</td>
<td>865,646</td>
</tr>
<tr>
<td>Transfers</td>
<td>100,100</td>
<td>100,100</td>
<td>98,160</td>
<td>98.1%</td>
<td>100.0%</td>
<td>(1,940)</td>
<td>109,755</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>47,592,536</td>
<td>45,553,200</td>
<td>46,199,692</td>
<td>101.4%</td>
<td>100.0%</td>
<td>646,492</td>
<td>45,233,726</td>
</tr>
</tbody>
</table>

| **Expenses**         |                           |                          |                     |                               |                            |                                          |                   |
| Wages                | 17,958,238                | 17,165,000               | 16,978,088          | 98.9%                         | 100.0%                     | (186,911)                                | 17,487,876        |
| Retirement           | 4,335,369                 | 4,725,000                | 4,676,045           | 99.0%                         | 100.0%                     | (48,955)                                 | 4,859,540         |
| Benefits             | 3,408,996                 | 3,115,000                | 3,065,950           | 98.4%                         | 100.0%                     | (49,050)                                 | 3,067,260         |
| Services - Staffing Agency | 5,184,100               | 4,834,000                | 4,537,522           | 94.3%                         | 100.0%                     | (276,478)                                | 4,527,041         |
| Services             | 2,737,300                 | 2,737,300                | 2,731,732           | 99.8%                         | 100.0%                     | (5,568)                                  | 2,532,257         |
| Materials            | 2,051,600                 | 2,350,000                | 2,321,503           | 98.8%                         | 100.0%                     | (28,497)                                 | 2,304,031         |
| Rent, utilities, insurance | 1,839,961               | 1,839,961                | 1,815,902           | 98.7%                         | 100.0%                     | (24,059)                                 | 1,782,472         |
| Other operating costs | 3,342,129                | 3,242,129                | 3,238,700           | 99.9%                         | 100.0%                     | (3,429)                                  | 3,244,655         |
| Transfers            | 1,041,954                 | 821,077                  | 2,013,105           | 245.2%                        | 100.0%                     | 1,192,028                                | 1,043,580         |
| Transfers-debt service | 4,327,334                | 4,328,654                | 4,327,334           | 100.0%                        | 100.0%                     | (1,319)                                  | 3,810,545         |
| Capital equipment    | 765,555                   | 394,339                  | 473,071             | 120.0%                        | 100.0%                     | 78,732                                   | 573,738           |
| **Total expenses**   | 47,592,536                | 45,552,460               | 46,198,952          | 101.4%                        | 100.0%                     | 646,494                                  | 45,232,995        |

**Income over (under) expenses**

|                      | $ -                       | $740                     | $740                  | $                          | $                          | $2                        | $731                   |

Jackson College
General Fund Revenue - FY 18
For the Year Ended June 30, 2018

$46,199,692
Jackson College
General Fund Expenditures - FY 18
For the Year Ended June 30, 2018

$46,198,952
## Jackson College

**Balance Sheet and Changes in Fund Balance - FY 18**

**June 30, 2018**

**Preliminary - Unaudited**

<table>
<thead>
<tr>
<th>Assets</th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Endowment Fund</th>
<th>Debt &amp; Property Fund</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$4,805,978</td>
<td>$8,190,366</td>
<td>$1,135,476</td>
<td>$10,325</td>
<td>$3,349,670</td>
<td>$184,258</td>
<td>$17,676,073</td>
</tr>
<tr>
<td>Restricted cash</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Certificates of deposit</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>2,601,319</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>83,665</td>
<td>(1,000)</td>
<td>2,683,984</td>
</tr>
<tr>
<td>Inventories</td>
<td>33,388</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>33,388</td>
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<tr>
<td>Other assets</td>
<td>779,313</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
<td>74,580,633</td>
<td>150</td>
<td>76,360,096</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$8,219,998</td>
<td>$9,190,366</td>
<td>$1,135,476</td>
<td>$25,891</td>
<td>$78,013,968</td>
<td>$183,408</td>
<td>$96,769,107</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Fund Balance</th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Endowment Fund</th>
<th>Debt &amp; Property Fund</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>880,178</td>
<td>-</td>
<td>4,042</td>
<td>-</td>
<td>2,952</td>
<td>1,311</td>
<td>888,483</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>2,727,016</td>
<td>-</td>
<td>(486)</td>
<td>-</td>
<td>34,465,840</td>
<td>-</td>
<td>37,192,370</td>
</tr>
<tr>
<td>MPSERS refund payable</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Deferred liabilities</td>
<td>2,183,710</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,183,710</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>123,721</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>123,721</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>1,603,565</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,603,565</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>7,518,190</td>
<td>-</td>
<td>3,556</td>
<td>-</td>
<td>34,468,792</td>
<td>1,311</td>
<td>41,991,849</td>
</tr>
</tbody>
</table>

| Fund balance | 701,808 | 9,190,366 | 1,131,920 | 25,891 | 43,545,176 | 182,097 | 54,777,258 |

| Total liabilities and fund balance | $8,219,998 | $9,190,366 | $1,135,476 | $25,891 | $78,013,968 | $183,408 | $96,769,107 |

<table>
<thead>
<tr>
<th>Beginning fund balance</th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Endowment Fund</th>
<th>Debt &amp; Property Fund</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment in capital assets</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>- $38,824,155</td>
</tr>
<tr>
<td>Major Maintenance and Equipment Replacement</td>
<td>-</td>
<td>107,367</td>
<td>843,531</td>
<td>24,757</td>
<td>1,463,915</td>
<td>83,512</td>
<td>2,583,082</td>
</tr>
<tr>
<td>Future Operations</td>
<td>701,068</td>
<td>8,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8,701,068</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>701,068</td>
<td>$8,167,367</td>
<td>$843,531</td>
<td>$24,757</td>
<td>$40,788,070</td>
<td>$83,512</td>
<td>$50,108,305</td>
</tr>
</tbody>
</table>

| Current year Income | 46,199,692 | 1,037,999 | 28,978,232 | 1,134 | 6,277,954 | 307,690 | 82,802,701 |
| Current year expenses | 46,198,952 | 15,000 | 28,689,843 | - | 3,020,848 | 209,105 | 78,133,748 |

| Ending fund balance | 701,808 | 9,190,366 | 1,131,920 | 25,891 | 43,545,176 | 182,097 | 54,777,258 |
Jackson College
Balance Sheet
Building and Site Fund - FY 18
June 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 918,110</td>
</tr>
<tr>
<td>Investments</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>35,745</td>
</tr>
<tr>
<td>Due from other funds</td>
<td>493,078</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>1,446,933</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Fund Balance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>2,952</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>2,952</td>
</tr>
<tr>
<td>Fund balance</td>
<td>1,443,981</td>
</tr>
<tr>
<td><strong>Total liabilities and fund balance</strong></td>
<td>$ 1,446,933</td>
</tr>
</tbody>
</table>

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Year Ended June 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>Balance July 1, 2017</th>
<th>Revenue</th>
<th>Expenditures</th>
<th>Balance June 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Maintenance</td>
<td>$ 1,463,915</td>
<td>$ 1,947,261</td>
<td>$ 1,967,195</td>
<td>$ 1,443,981</td>
</tr>
<tr>
<td>and Equipment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,463,915</td>
<td>$ 1,947,261</td>
<td>$ 1,967,195</td>
<td>$ 1,443,981</td>
</tr>
</tbody>
</table>
Jackson College  
Cash and Investments by Fund - FY 18  
June 30, 2018  
Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Grants Fund</th>
<th>Endowment Fund</th>
<th>Building and Site</th>
<th>Physical Plant</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petty Cash</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$ 2,746</td>
</tr>
<tr>
<td>Cash-Comerica Bank Pooled</td>
<td>1,404,476</td>
<td>178,807</td>
<td>44,188</td>
<td>41,689</td>
<td>10,325</td>
<td>918,110</td>
<td>2,431,560</td>
<td>181,482</td>
<td>5,210,637</td>
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<td>Cash-Comerica Federal Funds</td>
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<td>-</td>
<td>321,410</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>321,410</td>
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<tr>
<td>Cash-So Mich National</td>
<td>247,997</td>
<td>-</td>
<td>28,156</td>
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<td>276,153</td>
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<td>VISA Account</td>
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<td>Cash-United Bank</td>
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<td>9,675</td>
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<td>30</td>
<td>375,589</td>
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<tr>
<td>Cash-Federal Stafford</td>
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<td>35</td>
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<td>Cash-Comerica State Wire</td>
<td>(930)</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
<td>(930)</td>
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<tr>
<td>Bond</td>
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<td>-</td>
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</tr>
<tr>
<td>Cash-Payroll</td>
<td>701,746</td>
<td>-</td>
<td>(669,305)</td>
<td>(62,791)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(30,350)</td>
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<tr>
<td>JCC One Card</td>
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<td>13,582</td>
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<td>Ref Pay</td>
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<td>-</td>
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<td>6,729</td>
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<tr>
<td>Athletic Checking</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>4,047</td>
</tr>
<tr>
<td>Cultural Affairs Checking</td>
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<td>-</td>
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<td>-</td>
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<td>-</td>
<td>6,996</td>
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<td>-</td>
<td>1,422,419</td>
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<td>1,422,419</td>
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<tr>
<td>Cash-Huntington Capital Project</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
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</tr>
<tr>
<td>MILAF</td>
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<td>-</td>
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<td>10,010,559</td>
</tr>
<tr>
<td>Certificates of deposit</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Insurance HRA</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,870</td>
</tr>
<tr>
<td></td>
<td>4,805,978</td>
<td>8,190,366</td>
<td>(265,841)</td>
<td>1,401,317</td>
<td>10,325</td>
<td>918,110</td>
<td>2,431,560</td>
<td>184,258</td>
<td>17,576,073</td>
</tr>
</tbody>
</table>

| Investments          |              |                 |                 |             |                |                   |                |                |       |
| Common Stock         | -            | -               | -               | -           | 15,566         | -                 | -              | -              | 15,566 |
| **Total cash and investments** | $4,805,978 | $8,190,366      | $(265,841)      | $1,401,317  | $25,891        | $918,110          | $2,431,560     | $184,258       | $17,691,639 |

29
Jackson College
Billing Contact Hours
June 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Semester</th>
<th>Budgeted FY 18</th>
<th>Actual FY 18</th>
<th>Actual Percentage</th>
<th>Actual FY 17</th>
<th>Prior Year Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>52,920</td>
<td>52,464</td>
<td>99.1%</td>
<td>53,292</td>
<td>98.4%</td>
</tr>
<tr>
<td>Winter</td>
<td>48,216</td>
<td>47,651</td>
<td>98.8%</td>
<td>50,032</td>
<td>95.2%</td>
</tr>
<tr>
<td>Spring</td>
<td>16,464</td>
<td>18,757</td>
<td>113.9%</td>
<td>17,308</td>
<td>108.4%</td>
</tr>
<tr>
<td>Total</td>
<td>117,600</td>
<td>118,872</td>
<td>101.1%</td>
<td>120,632</td>
<td>98.5%</td>
</tr>
</tbody>
</table>

Billing Contact Hour Comparison

![Bar chart showing billing contact hour comparison for Fall, Winter, and Spring semesters.](chart.png)
<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.2 Insurance Review</td>
</tr>
<tr>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

Vice President of Finance, Darrell Norris will provide an overview of insurance coverage as well as address any questions you have,

<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:

6.1 Consideration of Fall Planning Session Date

(Board Policy: Executive Limitations: Communication and Counsel to the Board)

Executive Summary:

It is time to begin early preparations for our annual Fall Board Planning Session with the Board. As you know, this meeting provides the Board and the President with an expanded opportunity to explore specific topics, undertake consideration of future initiatives in alignment with the strategic plan, mission, vision, values, beliefs, establishing strategic priorities, and consider Policy Governance components.

Proposed dates for October were shared for the Boards consideration.

If there are any specific topics you would like considered for the agenda, I welcome your suggestions.

Resource Impact:

None

Requested Board Action:

Selection of the Board’s Fall Planning date

Action Taken:

MOTION BY TRUSTEE CRIST “To approve Wednesday, October 3, 2018 for the Fall Planning Session.” MOTION PASSED UNANIMOUSLY.
Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>6.2</th>
<th>Second Reading:</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1</td>
<td>Board of Trustees By-Laws</td>
</tr>
</tbody>
</table>

(Board Policy: MONITORING: Policy Governance)

Executive Summary:

The enclosed policy is presented for the Board’s second reading consideration.

All input to-date from the Board of Trustees has been incorporated in the policy presented, and recommendations for changes are highlighted in color for ease of review. There have been no additional changes proposed since the previous board meeting wherein this policy was proposed for consideration. The URL below may be helpful in referencing the existing policy.

Board of Trustees, By-Laws

Resource Impact:

None

Requested Board Action:

Approval of revised policy recommendations.

Action Taken:

MOTION BY TRUSTEE HEINS “To approve the Board of Trustees By-Laws policy.”
MOTION PASSED UNANIMOUSLY.
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.

2. 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.

3. Duties of Board Liaisons
4. Duties of Board Liaisons
   a. 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:
      i. a. The Assistant Treasurer shall receive, hold in custody and expend all funds as directed by the Board and President.
      ii.  
      iii. i. b. The Assistant Secretary shall keep record of all meetings, post all legal notices and perform such other duties as designated by the Board.

5. 4. 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.

65. 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, May, June, July, September,
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 Chairperson.

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 if the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.

76. 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.

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.

87. 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.

8. 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 yeas and nays 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.

109. 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.

110. 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.

121. 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.

132. 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.

143. 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 Citizen comments
   4.2 Employee comments
   4.3 Board comments
      4.3.1 Conflict of interest recognition
   4.4 Student/Student Government comments
   4.5 Consideration of minutes
   4.6 Marketing report
   4.7 College feature (optional)
5.0 ENDs performance reporting
   5.1 Monthly monitoring reports
   5.2 Treasurer’s report [quarterly and annual]
6.0 Action items
7.0 Information items
8.0 Closed session [as needed]
9.0 Adjournment

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

165. 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.

176. Citizen 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 citizen communications to the Board of Trustees shall be addressed to the Board of Trustees. Citizens 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 “communication” section of the 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 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.

187. 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, that member shall abstain from voting.

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>TO:</th>
<th>JC Board of Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM:</td>
<td>Dr. Daniel J. Phelan, President</td>
</tr>
</tbody>
</table>

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

| 6.3 | Consideration of the Administrative Personnel Practices Manual |

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

**Executive Summary:**

Enclosed you will find the FY ’19 Administrative Personnel Practices Manual for your consideration. Insofar as Jackson College does not have an administrative union, this manual outlines compensation and personnel policies for your review and approval. Cindy Allen, Vice President of Administration and Talent Development will provide an overview of the changes as well as address any questions you may have.

**Resource Impact:**

None

**Requested Board Action:**


**Action Taken:**

*MOTION BY TRUSTEE PATTERSON “To approve the Administrative Procedures Manual as presented.” ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY.*
# Administrative Personnel Practices Manual
## 2018-19

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<th>Title</th>
<th>Page</th>
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<td>Article II</td>
<td>Salary Administration</td>
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<tr>
<td>Article III</td>
<td>Performance Appraisal</td>
<td>7</td>
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<tr>
<td>Article IV</td>
<td>Employment Practices</td>
<td>8</td>
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<td>Article V</td>
<td>Administrative Benefits</td>
<td>10</td>
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<tr>
<td>Article VI</td>
<td>Leaves of Absence</td>
<td>12</td>
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</tr>
<tr>
<td>Article X</td>
<td>Grievance Procure</td>
<td>17</td>
</tr>
<tr>
<td>Article XI</td>
<td>Miscellaneous</td>
<td>17</td>
</tr>
</tbody>
</table>
The College President reserves the right to amend the Administrative Personnel Practices Manual at any time. In such an event, notice of such amendment shall be provided to all administrators in writing. The Vice President of Administration and Talent will be responsible for annual review of the manual in an effort to remain abreast of current and future needs, as well as to bring recommendations forward to the president for consideration, as appropriate.

**Article I – POLICY AND RESPONSIBILITY**

**A. General Policy and Scope**

It is the general policy of the College to operate under a uniform administrative program, which is designed to:

- Attract, motivate and retain well-qualified employees;
- Establish salary scales and benefits that are competitive with other similar-sized colleges undertaking similar programming and employing a similar caliber of employees;
- Compensate salaried employees on an individual basis, based upon performance and consistent with the College’s beliefs, as well as commensurate with the relative value of their respective positions to the organization, mindful of a competitive marketplace; and
- Provide for an annual performance appraisal of each administrative employee.

The policies and procedures set forth in this manual were established with the objective of achieving a solid basis for the administration of the College. Thus, these policies and procedures are applicable to all administrative positions of the College. The Administrative Personnel Practices Manual will be amended as necessary to reflect the intentions of the board of trustees, as expressed, in part, through the College President.

**B. Responsibilities**

The Board of Trustees delegated the responsibility of establishing and administering the Administrative Salary Plan to the President at the spring 2007 planning session. The President may further delegate authority to administer the plan as deemed necessary.

The President has the primary responsibility to coordinate the administration of the College to assure that established objectives are attained. Elements of this specific responsibility include:

- Annual recommendation to the Board of Trustees for approval of changes to Administrative Personnel Practices pertaining to benefits;
- Final approval of position descriptions and position salary levels for all
personnel;
- Special performance recognition, as well as critical market adjustments;
- Final approval of all salaries for these positions;
- Maintenance of consistency in the application of salary plans and benefits with regard to position descriptions and position evaluations;
- Consultation of those persons reporting directly to him/her; and
- Periodic audit of conformance to the established salary administration policies.

Article II – SALARY ADMINISTRATION

A. Salary Determination

Salary classes will be established using the following criteria:

- Budget authority;
- Supervisory responsibility of staff and/or administration;
- Indirect supervisory responsibility;
- Estimated weekly hours required for the job;
- Level of education required;
- Level of experience required;
- Scope of responsibility beyond budget and supervision;
- Purchasing authority;
- Authority to direct other administrators of same or lower salary class;
- Representation of College publically;
- Labor and letter of appointment negotiation/compliance;
- Representation authority of the College president;
- Errors and omissions - institutional liability;
- Risk level of decisions to organization; and
- Impact upon the primary mission, vision, values and beliefs of the College.

B. Salary Class

All administrative positions will fall within one of the following classes:

- Class 1: College President (the CEO is independent of this manual)
- Class 2: Vice President, Provost, Chief of Staff
- Class 3: Chief Diversity Officer, Executive Dean/Dean/Executive Director/Director I
- Class 4: Associate/Assistant Dean, Director II/Controller
- Class 5: Director III/Manager
- Class 6: Assistant Director/Administrative Assistant
C. Starting Ranges

The performance of the President is considered synonymous with the performance of the Institution as a whole. Consequently, salary ranges have been established as a percentage of a Keystone Salary Level, tied to the Board ENDS, market variables, achievement of the strategic agenda, and the College’s overall success. The intention of this approach is to garner a broad commitment by all administrators to labor well in the achievement of the aforementioned targets. The broad determinant of the beginning salary paid an employee is the approved position class level and corresponding salary range for the job. The appraised performance of an individual and his or her attendant commitment to the College’s Mission, Vision, Values and Beliefs are the primary determinants of actual salary movement within the approved salary range.

An administrator’s actual salary placement may vary based on the individual’s credentials, experience, and longevity in service to the College. Increases to the below salary schedule will be approved annually by the Board of Trustees.

As a general practice, FY 2018 compensation shall fall within the following range:

<table>
<thead>
<tr>
<th>Classification</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keystone/Class 1</td>
<td>$170,340</td>
<td>$192,780</td>
</tr>
<tr>
<td>Class 2</td>
<td>$104,040</td>
<td>$134,946</td>
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<tr>
<td>Class 3</td>
<td>$88,740</td>
<td>$115,668</td>
</tr>
<tr>
<td>Class 4</td>
<td>$70,380</td>
<td>$96,390</td>
</tr>
<tr>
<td>Class 5</td>
<td>$55,080</td>
<td>$77,112</td>
</tr>
<tr>
<td>Class 6</td>
<td>$46,002</td>
<td>$57,834</td>
</tr>
</tbody>
</table>

D. Changes in Assignments

Job assignments may be modified at the discretion of the President. The President and Vice President of Administration and Talent will evaluate all changes in assignments/responsibilities. The following guideline will be used in determining salary adjustments:

1. Lateral Change
   If an administrative employee is transferred laterally into another position in the same class, it will be at the current salary rate, or if the salary is below the range for the position, the salary will be adjusted to meet the minimum range for the position.
If the current salary is at, or above, the range of the classification, typically no salary adjustment is made, however the President reserves the right to provide additional compensation up to $2,000.

2. **Promotion**
If the transfer is into a position that calls for a higher job classification, the employee will be given an increase to the minimum of the new class, or be given an appropriate amount within the new range to demonstrate approval of the upward progress.

In unique cases, there may be sound reasons for allowing individual salary rates above the maximum for limited periods of time. The President reserves the right to approve all rates over the maximum limit.

E. **Annual Salary Action/ Appointment Renewal**

It is at the sole discretion of the President to renew administrative appointments, or to not renew appointments. Nothing herein shall be construed to guarantee employment for any specific period of time.

Each year, the President will recommend to the Board of Trustees funding support used to make salary adjustments based on individual performance as reflected in the annual evaluation, as well as demonstrated commitment to the College’s mission, vision, values and beliefs. Such consideration will be made in consultation with the President’s Leadership Council.

1. **Timing of Increases**
Normally salary adjustments shall be made at the beginning of each fiscal year for administrators who have held their position prior to Apr. 1 of the current year.

When an administrator’s salary is above the maximum of the salary range, he or she shall not participate in the annual salary increase.

2. **General Procedure**
The Human Resources Department shall complete and forward to the President, a recommended employee change notification.

When approved, administrative letter of appointments shall be distributed as follows:

- Employee
- Employee’s personnel file
- Payroll
F. Salary Administration Practices

1. Salary Payment Schedules
   Administrators will generally be paid bi-weekly.

2. Salary Advances
   College policy provides that no salary advances shall be made. In cases of extreme hardship, the President reserves the right to make exceptions.

Article III – PERFORMANCE APPRAISAL

A. Purpose

The College compensation policies and practices are directed toward attracting, motivating and retaining high quality talent that contribute to the mission, vision, values and beliefs, and ultimately the success of the College.

The performance appraisal provides the key link between the College and its most valuable asset (i.e., employees) who perform their responsibilities admirably and in a way that is consistent with the College's stated beliefs and values (Appendix A College Values and Beliefs), in the advancement of its mission, and in pursuit of its vision, in the service of others.

This approach is highly important because it:

- Provides a record of performance;
- Promotes and strengthens the relationship and two-way communication between the employee and supervisor;
- Highlights the employee's strengths and develops ways to utilize them fully;
- Identifies areas for improvement and makes suggestions for professional development to enable the employee to make a greater contribution to the College;
- Provides a sensible approach to high quality service to the College with a common understanding of shared beliefs and values, working toward those ends;
- Assists in the effective placement and use of an employee's abilities;
- Clarifies job duties and responsibilities; and
- Acts as the most significant determinant in establishing the employee's annual compensation increase.

B. Frequency of Appraisals

The College will endeavor to evaluate administrative employees using the Personal Management Interview (PMI) design in an on-going, regular one-on-one interview between a supervisor and administrator and recommended salary action minimally
on a quarterly basis. An annual letter of appointment is normally issued for the College’s fiscal year.

The Personal Management Interview (PMI) is an on-going practice of regular one-on-one interviews between a supervisor and staff. These monthly (not fewer than quarterly) conversations are driven by a belief that the most important aspect of an employee’s experience at work is their relationship with their manager/supervisor. This process ensures that managers devote enough time to their direct reports and to ensuring a good two-way flow of communication.

A new employee or an employee transferred to a new position will be brought back to the Leadership Council within 12 months of appointment. Here the primary objective is to promote an understanding of the new responsibilities and ensure that an employee gets off to a good start in the new position, and is ultimately successful. This review may or may not involve recommendations for salary action.

C. Responsibility for Performance Appraisals

In general, the primary responsibility for appraisal rests with the immediate supervisor of the employee.

D. Performance Appraisal Form

The official form for administrative performance planning and appraisal is available in human resources and online.

E. General Procedure for Using the Administrative Appraisal Form

1. Each administrator shall complete the annual appraisal form for direct administrative reports, after referring to their monthly meeting notes. The human resources department will facilitate the process for all administrators.

2. The Administrative Performance Appraisal shall be discussed with the employee prior to its submission to human resources.

3. This review meeting with the employee is considered to be of utmost importance in the entire appraisal procedure and therefore each supervising administrator is specifically asked to assure that the procedure is conducted. The maintenance of the performance appraisal process for direct reports shall be given important consideration in appraising each person who supervises others and establishing goals for the following year. Failure to achieve a satisfactory rating and/or achievement of goals, may result in non-participation in performance funding.
Article IV – EMPLOYMENT PRACTICES

A. Hiring

When there is an administrative position to be filled, the administrative supervisor shall forward to the human resources department a ‘Notice of Vacancy’ and updated job description.

Upon the President’s authorization, the Human Resources Department will be notified and will work with the appropriate department to advance the posting and facilitate the hiring process, as well as recruiting either from within the organization or from outside resources.

When approved by the President, administrative positions may be filled through an appointment without posting or interviewing.

1. Equal Employment Practices
   The College policy on equal opportunity reflects our civic responsibility as well as the spirit and the letter of the law as set forth in the Equal Employment Opportunity Policy of the College.

2. Termination
   Employment may be terminated during the term of this appointment for any of the following reasons: (a) death; (b) dishonesty; (c) good cause; (d) nonperformance of duties; (e) adverse financial condition of the College as determined in the reasonable opinion of the College (provided that in such an event, at least thirty days prior written notice shall be given) or (f) mutual agreement of the parties. In any of the foregoing situations, no compensation shall be due beyond the last day worked, except for earned vacation. In addition, an appointment may be terminated by the College without cause at any time, but in such event, compensation and applicable benefits shall be paid through the end of the appointment.

B. Work Assignment

1. Eligibility for Overtime Compensation
   Eligibility for overtime compensation is not extended to exempt administrative personnel.

2. Full-time Administrator Status
   An employee is considered a full-time administrator and is eligible for all fringe benefits when scheduled a minimum of forty hours per week. The College will comply with the Patient Protection and Affordable Care Act, and therefore will offer health care coverage when an administrator works an average of thirty hours or more during the measurement period.
3. **Part-time Employees**
Part-time administrators, defined as working an average of twenty-seven hours or fewer per week, shall receive two days of vacation benefits but will not be compensated for lost time, unworked holidays, or for any other benefits for which full-time employees may be eligible.

4. **Administrative Teaching Assignments**
Administrative staff members who wish to teach courses at Jackson College are encouraged to contact the Human Resources Office. EduStaff, the College’s third party partner, processes all adjunct requests for employment at Jacksons College (to begin, go to www.EDUStaff.org). Administrators may teach courses that meet outside of the regular business hours (i.e., 8 a.m –5 p.m.) or other defined schedules for specific positions, so long as their teaching assignment does not interfere with their performance of their regular duties.

Upon permission of the President, administrative staff members may teach during regular business hours. However, under no circumstance may an administrator receive pay for his or her regular work assignment while also receiving pay as an adjunct instructor. Vacation time must be used during teaching time between 8 a.m. – 5 p.m.

**Article V – Benefits**

A. **Insurance**

1. All full-time administrators shall be eligible for the complete insurance coverage.

2. Coverage shall not apply to part-time administrators who work less than thirty hours per week on average during the College’s measurement period.

B. **Reopening Date**

1. The reopening date of all insurance policies shall be January 1 of each calendar year.

C. **Medical Insurance Programs**

1. Full-time administrators are offered health plan options through MESSA Options are PAK C, MESSA Choices $500/$1,000 or PAK D, ABC Plan 1 (a HSA) with $1,350 / $2,700. Additional options may be available through MESSA, effective January 1, 2018. Jackson College has an employee wellness program; opting out of the wellness initiative will cost the employee $40 per month.
D. **Health Insurance Opt-Out Plan**

Full-time administrators not electing health care shall receive the same monthly amounts as negotiated in the staff master agreement.

Those opting out of hospital, professional, master medical and Rx drug coverage must annually provide documentation of alternative health insurance.

E. **Admission to Courses**

Full-time administrators shall be granted tuition grants and registration fees for any Jackson College classes they desire, providing there is no conflict with their own current assignment. Courses in programs approved in advance by the VP of Administration and Human Resources are also eligible for course fee grants.

Spouses, natural and/or legally adopted dependent children and/or children qualified for dependent status according to IRS regulations of administrators shall be granted tuition and registration fees. All additional course fees for said courses are the responsibility of the employee. Retirees with ten or more years of service to the College shall be granted full tuition grants and registration fees for any Jackson College classes they desire. All additional course fees for said courses are the responsibility of the retiree.

Each full-time administrative member and eligible dependent shall be granted access at no cost to one LTL health and physical fitness course per semester.

Tuition grants and/or fees are not applicable to Corporate and Continuing Education courses, Ed-To-Go courses, the Dental Hygiene program or any other program with enrollment restricted to less than fifteen (15) students.

F. **Tuition Grant Program**

The College has established a tuition grant program for the advancement of the formal education of administrators. After the completion of one year of service, full-time administrators may apply to participate in the program for coursework not offered by Jackson College. Up to twelve credit hours per year can be approved. Credit hours will be reimbursed up to and including $300 per credit hour. Applications should be submitted by March 15 to the Human Resources Office for the following academic year. Allocations will be made known by Apr. 1 and this will be considered as the tuition grant budget is prepared.

Applicants to the program will be required to provide an educational plan that advances their knowledge, skills and/or abilities related to their existing position, or another position within the College that they seek to consider at some future point in employment.
Administrators may enroll in approved courses and submit a tuition reimbursement form to human resources for payment and must include an electronic or official transcript showing the completion of the course. A 3.0 GPA must be earned for repayment. Administrators participating in this program must agree to continue their employment for a period of one year for every twelve credits paid by the college, on a pro-rated basis, or refund the tuition payment to the College.

Applications for participation will be reviewed annually by the President and Vice President of Administration and Talent.

Article VI – LEAVES OF ABSENCE

A. Vacations

The College recognizes the desirability of, and need for, an annual respite from year-round work assignments and for this purpose grants twenty paid vacation days in advance of July 1 to each employee of the administrative staff of the College. This means that said twenty days are available immediately upon the beginning of the new fiscal year. If an employee is new to employment with the College after July 1, the twenty days will be awarded on a pro-rata basis for the number of months remaining until the end of said fiscal year (i.e., until June 30 of the same fiscal year).

Vacations may be taken at any time in the fiscal year when eligibility has been established and supervisor's advance approval has been obtained.

Administrators may carry a maximum of forty hours forward on June 30th each year in addition to the 160 hours posted on July 1 of the current year (not to exceed 200 hours on Sept. 30 of each year). Any hours in excess of the maximum will be forfeited unless the administrator obtains permission, prior to June 30th, from the President, to carry forward additional hours. Any hours forfeited will also prompt the employee’s non-participation in a performance pay increase. Additionally, an administrator may convert annually on June 30th, a maximum of eighty (80) unused vacation hours to PTO hours. These PTO hours shall be “carry-over PTO” and may be carried over from one year to the next. All carry-over PTO must be used by December 31st. Any carry-over PTO not utilized by December 31, shall be forfeited.

The employee's supervisor must be notified in sufficient time for advance approval of intent to use vacation time. If a College holiday falls within an employee's vacation, that day will not be counted as vacation leave. If the scheduled vacation day later becomes a day on which the College is closed due to power, weather, etc., that day will not be counted as a vacation day.

If an administrator leaves employment prior to the end of the fiscal year, the vacation that was posted in advance of the prior July 1st vacation days will be pro-rated.
B. **Holidays**

Generally, the following will be recognized as holidays: spring Wednesday, Thursday and Friday (i.e., the Wednesday, Thursday and Friday of mid-semester break), Memorial Day, Independence Day, Labor Day, Thanksgiving (three days: the day before Thanksgiving, Thanksgiving and the day after Thanksgiving), Christmas (2 days), Week between Christmas and New Year’s (3 days) and the New Year’s holiday break (two days).

The President alone may approve additional holidays at his/her discretion.

When a holiday falls on Sunday, it generally will be observed on Monday. When it falls on Saturday, it generally will be observed on Friday.

The official College holiday calendar will be distributed by the Human Resources Office annually, and posted on the College’s web page.

C. **Paid Time Off**

Administrators shall receive one hundred twenty (120) hours of PTO each year credited to their leave balance on July 1st. Any PTO hours that are not used by the employee prior to June 30th of each year shall be forfeited. PTO hours shall not accumulate.

PTO hours used for reasons other than illness or emergency must be scheduled at least forty-eight (48) hours in advance. Human Resources may require proof of illness after three (3) consecutive unscheduled days. The employer may require the employee to take a medical evaluation by the employer-designated physician at no cost to the employee. Fraudulent application for a leave or improper use of a leave will result in discipline up to and including dismissal.

Administrators on probationary status shall earn PTO hours as stated above, but shall not be entitled to utilize PTO hours for reasons other than illness prior to the expiration of their probationary period.

D. **Sick Leave**

Administrators who, prior to July 1, 2018, have accumulated hours of sick leave may utilize accumulated sick leave after they have exhausted all of their PTO.

Accumulated sick leave may be used for absences due to illness or injury of the employee, including disability due to pregnancy or termination of pregnancy, and for absences because of illness or disabling accident of the employee’s immediate family (spouse, parent, children, siblings, grandparents and domestic partner).
When temporary disabilities require the employee to miss work for three (3) or more consecutive scheduled work shifts (due to illness, accident, pregnancy, etc.) a statement from a Physician or Physician’s Assistant will be required. The statement will include the beginning date of the disability and the date the Physician or Physician’s Assistant expects to release the employee to return to work. Prior to returning to work, the employee must provide a statement from the Physician or Physician’s Assistant releasing the employee to return to work.

Records of accumulated sick days are available on Jackson College’s website through the e-Services system. It is the individual administrator’s responsibility to confirm the records or question inaccurate reporting by contacting the coordinator of benefits and human resources.

There will be no payout of unused sick days or sick bank time when ending employment at Jackson College.

E. **Short-Term Disability**

1. During the first ninety (90) calendar days of a disability the employee must utilize all PTO and accumulated sick leave available to the employee. After the employee has exhausted all PTO and accumulated sick leave, the employee shall be paid at a rate of 66.67% of his/her normal rate of pay (up to the limits provided for under the College’s long-term disability insurance program). No short-term disability benefits will be paid to employees until such time as all available PTO and accumulated sick leave has been exhausted.

2. When holiday(s) occur during the employee’s first ninety (90) calendar days of a disability, the holiday will be counted in the calendar calculation. If the employee is utilizing PTO or sick leave during a week that a holiday occurs the employee will not be charged leave day(s) for the holiday(s).

3. If an employee has been on short-term disability for seventy (70) calendar days, the application for long-term disability (LTD) will be sent and/or mailed to the employee.

4. Total or permanent disability beyond ninety (90) calendar days will come under the provisions of the long-term disability insurance program set forth elsewhere in this Agreement.

F. **Accident or Serious Illness in Family**

Administrators may utilize sick time for accidents and serious illness to persons in the immediate family. The immediate family is defined to include mother, father, sister, brother, child (biological, step or adopted), mother-in-law, father-in-law, spouse or legal partner recognized by the State of Michigan.
1. **Death in Family**
   In the event of death in the immediate family (as defined above), the College will grant a reasonable amount of time off (e.g., typically 3-5 days, the latter if travel is required), with pay.

   For relatives other than above, one day will be granted. The President may approve additional days under extenuating circumstances.

G. **Jury Duty or Trial Witness**

   An employee who is summoned and reports for jury duty, or is subpoenaed and reports as a witness in any judicial hearing, may receive a leave of absence at no reduction in pay. Administrators who are excused from jury duty for one half day or more shall report to the College for regularly assigned duties. All jury duty fees and expert witness fees received while on leave shall be turned over to the College’s business office director of finance.

   An employee shall notify his or her supervisor at the College at the time he or she receives the notice to appear for examination for jury duty and a summons for service.

H. **External Employment**

   Consulting duties, speaking and other personal engagements (i.e., supplemental employment, etc.) should be scheduled during vacation time or at other times when the duties will not interfere with the employee’s College responsibilities. When such an arrangement is not possible, the administrative supervisor may grant reasonable periods of time away from campus, with pay, for the employee to fulfill these types of duties. In the latter case, all consulting fees and salary received shall be remitted to the general fund of the College through the business office director of finance.

I. **Leave of Absence without Pay**

   The President may grant an administrator permission to be away from work without pay for a limited period under conditions agreed upon at the time the leave of absence is granted.

   The period of which a leave of absence is granted will be included in the employee's length of service, provided the employee fulfills the agreed-upon condition or makes other satisfactory arrangements with the College president prior to the expiration of the leave.

   All military leaves are without pay and shall be governed by applicable laws.
J. Adoption

The College’s Family and Medical Leave Act Policy will dictate leave for administrators legally adopting a child who is a minor at the time of adoption. More information can be found at http://www.jccmi.edu/policies/HR/Policies/1705.pdf.

K. Workday

Administrators are generally expected to be available during regular business hours (i.e. 8:00 a.m. – 5:00 p.m.). When approved by the immediate supervisor, on limited occasion, administrators may work from home. However, this authorization will be limited to special circumstances. Administrators who are absent for three or more consecutive hours during regular business hours for personal reasons must report their absence to their supervisor.

Article VII – INSURANCE PROGRAMS

A. Life Insurance

Active full-time administrators will receive basic life and accidental death and dismemberment insurance in the amount of two times their annual salary. Administrators retiring will have $10,000 for the remainder of their life. This program is paid by the College.

B. Long-Term Disability Income Protection Insurance

Full-time administrators are covered by a long-term disability (LTD) insurance policy. If the administrator becomes totally and permanently disabled for a period of longer than ninety calendar days, the College’s long-term disability insurance program will provide payment of 70 percent of the basic monthly earnings at the time of disability, subject to a maximum benefit of $7,000 per month for as long as the employee remains so disabled, but not beyond the age sixty-five. The policy is administered by the College’s LTD insurance carrier, and benefits may change due to coordination of other benefits (Social Security, etc.).

Benefits payable from Workmen's Compensation, Social Security, etc., will not be included in the determination of the payment until total compensation reaches seventy percent of basic monthly earnings.

Article VIII – RETIREMENT

A. Retirement Programs

Newly hired full-time administrators or employees transferred into full-time administrative positions will have ninety calendar days to select either the Michigan
Public School Employees Retirement System (MPSERS) or the Jackson College Optional Retirement Plan (JCORP), which is portable. Information about the plans is available from the manager of benefits in the human resources office.

Individuals in part-time administrative positions are required by law to participate in the State’s MPSERS program.

B. Benefits after Retirement

Employees who meet eligibility for retirement and retire from an administrative position will be eligible for the same benefits as defined by the current faculty union Master Agreement, unless specifically addressed herein.

The administration has initiated a program entitled EMERITI, which increased the optional retirement program (ORP) by 1 percent, for a total of 15 percent, with a mandatory 0.5 percent contribution by the employee to a retiree health model plan. The health plan provides for unlimited tax-free contributions, and tax-free withdrawals by the retiree. For more information, please visit www.michigan.gov/ors for ORS (MPSERS), www.tiia-cre.org for TIAA-CREF, or www.emerithealth.org for information on retiree health model plans.

The president reserves the right to modify retiree benefits, regardless of the faculty union Master Agreement, at any time.

Article IX – DISCIPLINE

A. Discipline Procedure

If a supervisor observes unacceptable performance by an administrative direct report, and coaching and professional development has not had the desired effect, normally, a written notification through a performance correction notice will be issued to the employee, with a copy placed in the employee’s permanent personnel file. Unacceptable performance or behavior, including illegal activity, may result in disciplinary action including written reprimand, time off without pay, and/or termination.

Employment may be terminated as outlined in Article IV, A, 2.

Article X – GRIEVANCE PROCEDURE

A. Non-Civil Rights Issues

Administrators are encouraged to initiate a conference with their immediate administrative supervisor to discuss any non-civil rights issues and/or complaints. If the problem is not resolved to the employee’s satisfaction, he or she may meet with the vice president of administration and human resources or the appropriate vice
president or provost. If the problem remains unresolved, the employee may appeal
to the president.

B. **Violations of Civil Rights, Title IX of the Education Amendment Act of 1972,
   Americans with Disabilities Act of 1992**

In the event an employee feels that his or her civil or personal rights have been
violated (e.g., harassment or discrimination), an internal grievance procedure is
available through human resources. The employee should complete the
Discrimination and Harassment Complaint Form found on the human resources
website at [http://www.jccmi.edu/humanresources/forms.htm](http://www.jccmi.edu/humanresources/forms.htm).

If the employee is not comfortable with the initial steps in the procedure, he or she
may contact the vice president of administration and human resources, who is also
the Title IX coordinator, to discuss the complaint. It is recommended that such
discussions or use of the grievance procedure be initiated immediately if an alleged
violation occurs or is suspected.

Violation of employees’ civil or personal rights will not be tolerated.

**Article XI – MISCELLANEOUS**

A. **Operational Policies**

Operational policies have been established and are available on the College’s
website at [http://www.jccmi.edu/policies/](http://www.jccmi.edu/policies/). These policies should be reviewed
annually, as they are regularly updated. It is the responsibility of each administrator
to operate within the parameters of College policies and procedures.

B. **Commitment**

Each employee, by virtue of the signature below, agrees to commit to be evaluated
by and held accountable for the College’s mission, vision, values and beliefs of the
College, which can be found at [http://www.jccmi.edu/administration/president/MissionDocuments.htm](http://www.jccmi.edu/administration/president/MissionDocuments.htm).
Appendix A  Jackson College Values and Beliefs

STATEMENT OF BELIEFS

As employees of Jackson College, We Believe:

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters

VALUES

- Integrity – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- Caring – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.

Last Adopted: July 9, 2018
• **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.

• **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.

• **Inclusion** – We demonstrate inclusion by seeking involvement and providing access for those with diverse backgrounds to work toward a culture of equality while maintaining differences in a respectful way.

• **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.

• **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals’ greatest strengths.
**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>6.4 Jackson College Representative for the Dahlem Center Board</th>
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<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
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**Executive Summary:**

The Board Chairman has requested that the Board consider representation for the Dahlem Center Board.

Your discussion as well as recommendation for representation are requested.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of Dahlem Center Jackson College Representation

**Action Taken:**

None
TO: Jackson College 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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<tbody>
<tr>
<td>7.1  First Reading</td>
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<tr>
<td>7.1.1 Monitoring Presidential Performance</td>
</tr>
<tr>
<td>7.1.2 Policy Governance</td>
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<tr>
<td><em>(BOARD POLICY: MONITORING: Policy Governance)</em></td>
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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.

- Monitoring Presidential Performance
- Policy Governance

<table>
<thead>
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<th>Resource Impact:</th>
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<tr>
<td>None</td>
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<th>Requested Board Action:</th>
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<td>Consideration of advancing the policies to the second reading.</td>
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<tr>
<th>Action Taken:</th>
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<tr>
<td>Policies moved to second reading status.</td>
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Policy Summary: Monitoring Presidential Performance

Monitoring executive performance is synonymous with monitoring organizational performance against the College’s strategic plan, board policies, ENDS, and executive limitations. The Board will monitor the President's performance in a manner so as to have systematic assurance of achievement of the aforementioned areas policy compliance, including accomplishment of ENDS.

Policy Statement:

The purpose of executive monitoring is simply to determine the degree to which the President/CEO is fulfilling the Board’s expectations as set forth in its governing policies. Only information that enables the Board to assess accomplishment of ENDS and compliance with executive limitations is considered relevant in the evaluation of the President/CEO. To that end, the following guidelines shall be taken into consideration:

1. The formal evaluation of the president’s performance shall be conducted annually at the August board of trustees meeting. Consequently, the President’s contract year shall be established as Sept. 1 to Aug. 30.

2. A given policy or ENDS goal may be monitored in one or more of the following ways.

   a. Internal Reports: Disclosure of compliance information to the Board from the President. Internal reports include:

      i. Institutional data collection
      ii. Financial reports
      iii. Strategic planning reports
      iv. President's quarterly reports
      v. CEO certification and executive limitation compliance
      vi. CEO and CFO audit certifications
Policy governance ENDS monitoring reports
vii. College balanced scorecard

b. **External Reports:** Disclosure of compliance information by a disinterested, external auditor, inspector, judge, or another person or entity external to the institution, and who is selected by, and reports directly to the Board. Such reports must assess CEO performance only against policies of the Board, not the external party, unless the Board has previously indicated that party’s opinion to be the standard. External reports include:

i. Audit reports
ii. Licensing examination results
iii. Accreditation reports
iv. Transfer data
v. Michigan accountability data
vi. Federal accountability data

c. **President’s Report:** The President conveys to the board, annually and in writing, policy interpretations, as well as compliance information, relevant to the policy under review. As appropriate in a given context, the President may present information to establish the reasonableness of his or her interpretation.

d. **Direct board inspection:** Direct board inspection involving discovery of compliance information by a board member, a committee or the Board as a whole. This is an inspection of documents, activities or circumstances directed by the Board, which allows a test of policy compliance.

3. In every case, the Board collectively will judge whether (a) the President’s interpretation is reasonable and (b) whether data suggests the President’s interpretation demonstrates reasonable accomplishment of, or compliance with, board priorities and policies.

4. Interpretations determined by the Board to be unreasonable, or data determined not to demonstrate reasonable compliance with Board ENDS priorities and policies, as reasonably interpreted, will be subject to a remedial process or plan agreed to by the board.

5. The Board may choose to monitor any policy by any method at any time, but will ordinarily follow an annual review of each ENDS policy and related monitoring report.

6. Policies can be monitored by any method at any time, except each ENDS and Executive Limitations policy which will be monitored by the board at regularly scheduled times pursuant to a schedule agreed to by the Board of trustees.
7. The Board will have a formal evaluation of the president in August of each calendar year. The evaluation will be based primarily on a summary and review of the Board's judgment of the president's performance, per the criteria outlined above, over the preceding twelve months.
**Policy Summary: Policy Governance**

The mission of all higher education institutions, including Jackson College, is to embrace the charge of imparting knowledge and experience, as well as enhancing the development and success of the whole student-learner. The College’s appraisal of its success with the aforementioned charge is obtained through the disciplined and regular collection and review of performance information, as part of the Board’s policy governance structure. This appraisal is also vital for determining progress on the College’s strategic plan, identified action projects, quality improvement efforts, and ultimately, for making informed decisions.

As defined by John Carver, Policy Governance is an integrated set of concepts and principles that describes the job of the governing board. It outlines the manner in which the Board can be successful in their servant-leadership role, as well as in their all-important relationship with the administration. Its approach to the design of the governance role is neither structural nor piecemeal.

This policy ensures, through evidence that both the Board and President/CEO operate within the principles of Policy Governance.

**Policy Statement:**

The Board directs the President to provide the combination of community college site visitations, a monitoring reports, policy reviews, and desk reviews as part of the board’s continuous improvement of its practice of Policy Governance. Site visits are to be conducted every three years; each monitoring report is reviewed annually and a complete review of the nature and structure of the board monitoring reports is conducted every five years. Specifics of this evaluation are outlined below:
1. Site visit: Every three years, the Board of Trustees will undertake a targeted evaluation of another community college that is making use of Ppolicy Ggovernance. The College will attempt to provide arrange for a site visit to a peer community college utilizing the Ppolicy Ggovernance methodology to serve as a benchmarking opportunity. Alternatively, the Board can meet with peers on other occasions to undertake the benchmarking process.

2. Desk review: Every year, as part of the Board’s fall planning session, the Bboard will conduct an analysis in print, online, of via another media, for benchmarking purposes, of a peer community college that uses Ppolicy Ggovernance methodology.

3. Policy review: Each year, the Board will review its Ppolicy Ggovernance policies for currency and relevance to their responsibility as trustees according to Michigan law.

4. Governance structure review: Every five years, during the fall planning session, the Board will undertake a fundamental review of the Ppolicy Ggovernance process in terms of its efficacy, continuous improvement interests, and achievement of its mission.

5. Board evaluation: Each year the Board of Trustees will engage in a self-evaluation regarding its adherence to the principles of Ppolicy Ggovernance.
Subject to be Discussed and Policy Reference:

7.2 President’s Report
   7.2.1 Legislative
   7.2.2 JPEC
   7.2.3 JC Foundation
   7.2.4 College Items

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

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

Shane Malmquist will be on hand to provide an update on JPEC and Jason Valente will share a brief update on the Jackson College Foundation.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
MARSHALL PLAN FOR TALENT
INVEST • DEVELOP • ATTRACT

FREQUENTLY ASKED QUESTIONS

WHAT IS THE MARSHALL PLAN FOR TALENT, AND WHY DO WE NEED IT?
The Marshall Plan for Talent is a revolutionary partnership between educators, employers and other stakeholders to transform Michigan's talent pipeline and redesign the ways we invest, develop and attract talent in our state.

Employers look for a talented workforce when they consider places to grow and locate, creating more and better jobs. Michigan is facing a talent shortage across multiple industries. That shortage is the single greatest threat to the state's continued economic recovery. Our economy has completely transformed, and now it's time to transform talent development within our education system.

WHAT CAREER FIELDS ARE IN THE GREATEST DEMAND?
Michigan will have more than 811,000 career openings to fill through 2024 in fields that are facing talent shortages, with an average salary of over $60,000 per year.

Data indicates current and future shortages are in information technology and computer science, healthcare, manufacturing and other professional trades and business careers.

These are high-skill, high-salary and high-tech fields, with jobs obtainable through a variety of pathways, from certificates to four-year degrees.

INFORMATION TECHNOLOGY
According to information from the Workforce Intelligence Network, in 2016 alone there were more than 90,000 job postings in Michigan for information technology and computer science jobs. State experts predict this field will grow at double the rate of the occupational average. Computer user support specialists and web developers are among entry-level posts with great advancement opportunities, while systems analysts and software developers are two high-demand, high-wage jobs experiencing shortages.

MANUFACTURING
Manufacturing will need an average of 109,410 workers through 2024 due to new growth and the need to replace retiring workers. Machinists and CNC operators are high-demand, entry-level posts with advancement potential. Shortages of high-demand, high-wage jobs include robotics, CNC programmers, mechanical engineers, industrial engineers and electrical engineers.
HEALTHCARE
Healthcare occupations will need an average of 212,247 workers through 2024, with many entry level positions with excellent career growth opportunities. Home health aides, personal care aides and nursing assistants are high-demand, entry-level posts with strong advancement opportunities, while six other healthcare occupations have shortages, including registered nurses, pharmacy technicians and paramedics.

OTHER PROFESSIONAL TRADES
Other professional trades will need an average of 56,287 workers through 2024 as people retire and opportunities expand. Plumbers, electricians, operating engineers and construction operators, brickmasons and blockmasons are careers that will be in demand, along with bus and truck mechanics, diesel engine specialists, automotive body and related repairers, and automotive service technicians.

BUSINESS AND OTHER
Michigan is expected to need 162,421 business and other careers that are also facing a potential shortage and provide high wages through 2024. Accountants, auditors, civil engineers, financial managers and sales representatives are just some of these in-demand, high-wage careers. While many of these jobs require a four-year degree or higher, jobs such as sales representatives can be acquired through on-the-job training and certifications.

IS THIS JUST A MICHIGAN PROBLEM?
No. The U.S. Department of Labor says there are about 6 million jobs going unfilled across the nation. The state that does the best job of closing the talent gap and having a skilled workforce will be at an advantage when businesses look for places to grow and locate — creating more and better jobs. Michigan can lead the nation in developing talent.

Michigan is the global leader in automotive research and development, with a tradition of reinventing manufacturing and changing how people work. We have a legacy of outperforming the competition and intend to lead the way in developing talent.

MICHIGAN HAS SEVERAL EFFECTIVE TALENT DEVELOPMENT PROGRAMS. WHAT IS NEW ABOUT THE MARSHALL PLAN?
The Marshall Plan provides a blueprint — and a call to action — to coordinate and expand existing programs so they can continue to be effective in their areas of focus. Those efforts provide the foundation for funding a series of new and existing programs, including:

- **Create World-Class Curricula** - We will provide grants to schools that collaborate with businesses and other partners to create and develop classes and programs that do not exist, or fill in gaps in existing classes, for high-demand careers in Michigan. Funds will support the creation of open-sourced curriculum lessons, materials and professional development for teachers. Additionally, this initiative includes funding for the development of collaborative teaching of cross-disciplinary classes such as Geometry In Construction. Partnerships like Shape Corp. and Grand Haven Schools exemplify how employers working directly with our schools can revolutionize talent development. Working together, they created a new course where students learn the algebra needed for the state’s graduation requirements while also gaining practical experience and earning an industry-recognized credential.
Certification Programs Based On Competencies - Once schools and employers develop new curricula, we will provide resources to those consortiums to implement those new classes and programs and to share their best-practices with other schools across Michigan. These Certification Programs will be project based and focused on students showing they are competent in the standards that lead to the credentials for high-demand jobs while preparing students for starting their career ladder and lifelong learning. Programs such as the Cisco Networking Academy – a partnership between Cisco and schools – provide skills training and certification exam preparation for in-demand IT careers. The courses and credits earned as part of the academy transfer to many colleges and universities in Michigan.

Professional Equipment Grants - Grants will be offered to schools that partner with employers that match funds and provide critical technical expertise in high-demand career fields, so students can learn on the same state-of-the-art equipment and technology businesses use.

Competency-Based Education - It's time to end the antiquated model of education. We will support early-adopters to transform their schools to a competency-based education style so students learn the way they naturally learn, at their own pace. Using their own interests, in hands-on, engaging projects, learners will move forward as they demonstrate their skills and knowledge.

University Partnerships - We will collaborate with the world's best universities right here in Michigan to provide ongoing evaluation of Marshall Plan programs, develop curricula and support the Michigan Future Talent Council.

Michigan Future Talent Council - We will bring businesses into the fold with the new Michigan Future Talent Council, a group of employers, policymakers and educators that will meet every year to determine which skills and credentials are in high-demand now and in the future. This will allow businesses a way to directly have an impact on how the state creates talent and provide educators with direct feedback on the skills students need to succeed.

Expand Cybersecurity Opportunities - We will offer incentives for increasing the number of students with skills and credentials to pursue careers in the emerging field of cybersecurity, including additional support for the nation's only cybersecurity competition, the Governor's High School Cyber Challenge, created by Gov. Rick Snyder.

Career Navigators - We will help students explore available career pathways and develop meaningful learning plans. We will provide resources for schools to hire career navigators who can work with and support school counselors who are helping students find career-based learning opportunities.

MI Bright Future and Career Cruising Expansion - The statewide expansion of MI Bright Future and Career Cruising will allow for every student in Michigan to use these integral career exploration tools to assist in planning their educational road map to rewarding careers.

Awareness and Outreach Campaign - Awareness and outreach campaign to promote career opportunities in the state of Michigan.
Talent for Tomorrow - We will create a program that provides scholarships and stipends toward the completion of certifications in high-demand fields for low-income Michiganders. It will be an investment in Michiganders who might be left behind by the old way of doing things and who represent an untapped portion of the new economy's labor force. Investing in these Michiganders can break the cycle of poverty by getting them the skills they need to succeed in high-salary, high-demand careers. We will even help overcome obstacles such as transportation or childcare by providing them with a stipend. And if Michiganders still aren't able to succeed in a job with their newly acquired skills, our education partners will be encouraged to provide a talent guarantee and retrain them for free.

Teacher Shortage Relief - We will help solve our teacher shortage by providing incentives for current teachers to gain additional certificates and move into critical shortage areas, such as high school physics and career technical education.

Michigan Innovative Teacher Corps - We will find and honor pioneering teachers and give them the means to replicate their programs across the state. Who better to improve our teaching practices than the great teachers that Michigan already has? These educators will no longer have to leave the classroom and go into a administration to have an impact. They will engage with policymakers, mentor new teachers and provide professional development across Michigan.

HOW WILL EMPLOYERS NEED TO ADAPT?

We will provide significant opportunities for businesses to partner with schools and change the way they deliver talent. In addition, employers must adapt to changes in the supply of talent by adapting their requirements for hiring, recognizing that many in-demand skills can be acquired through certificate programs and two-year degrees.

HOW MUCH DOES THE STATE PLAN TO INVEST IN THE MARSHALL PLAN?

The plan calls for investing about $100 million dedicated to new programs to build on the roughly $226 million already dedicated to talent-development efforts.

WHO IS LEADING THE MARSHALL PLAN?

Gov. Rick Snyder and Lt. Gov. Brian Calley have created a leadership team chaired by Transformation Manager Rich Baird; Roger Curtis, director of the Department of Talent and Economic Development; State Superintendent Brian Whiston and the Department of Education; and leaders from state government including the heads of the State Budget Office, Michigan Economic Development Corporation, Talent Investment Agency, Department of Technology, Management and Budget; and the Governor's directors of legislative affairs and strategic policy. They will work closely with stakeholders and experts across state government, and education and business communities.

WHY IS THIS CALLED THE MARSHALL PLAN?

Named after then-Secretary of State George C. Marshall, the Marshall Plan was a U.S.-led, bipartisan and comprehensive effort to rebuild Western Europe and its economy after World War II. Michigan’s approach to retaining, growing and attracting talent can have an equally wide-ranging, long-term impact on the state’s economy, ensuring growth and opportunity for residents for years to come.

MARSHALL PLAN FAQ
A five-star general, Marshall was a highly-decorated American hero. But shortly after World War II, it wasn’t Gen. Marshall’s rank that received such prestigious accolades. It was, instead, his willingness to step up and help an entire continent fraught with economic crisis begin its recovery.

The economic recovery plan developed by Marshall in 1948 was a strategic $13 billion investment in the European Nation with the understanding that European countries would work together to decide where the funds would go. The plan was critical in bringing countries together and proved to be successful in creating a profitable relationship between the United States and the European Nation. But above all else, it was the enhanced collaboration that enabled the people of Europe to work together toward a common goal – a stronger, more stable economy.

GOV. SNYDER CREATED SUCCESSFUL TALENT DEVELOPMENT PROGRAMS PRIOR TO THE MARSHALL PLAN. WILL THOSE CONTINUE?

Yes. Growing a talented workforce to attract more and better jobs has been a priority for the administration and the Marshall Plan builds on the foundation of those solid efforts.

- **Michigan Career Pathways Alliance** - This alliance brings together educators, employers, labor leaders and other stakeholders for recommendations to help students gain awareness of all the pathways that lead to rewarding careers, and give teachers and counselors more resources through increased partnerships with businesses.

- **Top 10 in 10** - The Michigan Department of Education's strategic plan is focused on ensuring all students have access to high-quality educational opportunities supporting all career choices.

- **MiSTEM Network** - Supports educators to create a culture focused on the importance of science, technology, engineering and math, and in building robust STEM programs in schools across Michigan.

- **Career and Technical Education per-pupil payment** - Incentive payments to high schools to support growing technical programs for students.

- **Going PRO** - A statewide campaign that shatters stereotypes and promotes professional trades pathways to young people, their parents and educators.

- **Dual Enrollment** - This growing program allows students to get a jump on careers by taking college classes at no cost to them while in high school, allowing them to earn postsecondary credit and/or certification.

- **Jobs for Michigan’s Graduates** - This innovative program with a 98 percent success rate helps lower high school dropout rates and connects students with career opportunities.

- **Skilled Trades Training Fund** - Nationally recognized, this program has assisted thousands of workers to be trained to retain jobs that require new skills or obtain new positions.
FIRST Robotics - Schools across the state have been able to expand and create FIRST Robotics teams, allowing students to use STEM skills to compete head-to-head with robots they have designed, built and programmed. Michigan also supports Square One Education Network and Skills USA - highly valuable programs that help develop our future STEM professionals.

Michigan Advanced Technician Training (MAT²) - Innovative apprenticeship program where students earn an associate degree without tuition debt and a certification in mechatronics, technical product design or computer numerical control.

Community Ventures - This highly innovative economic development effort helps people who face obstacles to employment gain skills for careers by promoting employment and social enterprise in the state’s most distressed urban areas.

THERE ARE ALREADY NUMEROUS INITIATIVES TO ADDRESS THE TALENT GAP AND IMPROVE EDUCATION. WHY DO WE NEED ANOTHER PLAN?

The goal of the Marshall Plan is to bring all of these efforts together and build upon a robust foundation to create the premier talent development and education system in the world. The Marshall Plan embraces the goals and initiatives in the 21st Century Education Commission recommendations, Career Pathways Alliance, the Michigan Department of Education’s Top 10 in 10 initiatives, MISTEM and other related talent and education efforts. By creating a world-class talent and education pipeline we will fill the more than 811,000 careers through 2024 that pay, on average, $60,000 per year.
Talent consortia are the foundation of the Marshall Plan for Talent. They are a collaboration of stakeholders from industry, education and community organizations that come together in a formal partnership to identify specific talent gaps and develop innovative solutions to close that gap. These groups are not limited by location, size or type of industry and education.

All components of the talent consortium are involved in engaging parents.
Marshall Plan for Talent champions are on the forefront of innovation and leadership in Michigan. Because of champions like you, the Great Lakes State will soon become the world leader in talent and education.

As a Marshall Plan business champion, your organization agrees to the following:

- Commit to broadening hiring practices and policies. Why should businesses require a bachelor’s degree for jobs that can be performed by someone with a certificate? Hiring should focus on a person’s skills and competencies, no matter how they got them.

- Meet annually with K-12 schools and universities to discuss talent requirements. In order for schools to access new state funding they must be a member of a Talent Consortium, which also must include businesses.

- Open your business to schools to help students access internships, apprenticeships, mentors, career fairs, and other work-based learning experiences. But also to show educators the innovation happening in businesses like yours around the state.

- Partner with institutes of higher education to help employees engage in lifelong learning. These include gaining additional skills and pathways to bachelor’s and master’s degrees.

- Help with public outreach, including op-eds and media engagement on the benefits of the new direction that the Marshall Plan represents. This includes informing parents of the benefits in existing careers.

- Recruit at least three additional partners to be Marshall Plan champions.
Marshall Plan for Talent champions are on the forefront of innovation and leadership in Michigan. Because of champions like you, the Great Lakes State will soon become the world leader in talent and education.

As a Marshall Plan higher education champion, your organization agrees to the following:

- Increase articulation agreements that contribute to the success of the Marshall Plan for Talent in at least three of the five areas of the Marshall Plan.

- Host regional K-12 Marshall Plan for Talent sessions that provide connections between the stakeholder groups (K-12, higher education and business).

- Agree to serve as a role model/advisor to other higher-education partners.

- Publish your Marshall Plan for Talent efforts, both within your network as well as externally, leveraging social media, newsletters, etc.
As a Marshall Plan K-12 champion, your organization agrees to the following:

- Have a successful program that contributes to the success of the Marshall Plan for Talent in place (or in the process of launching) in at least one area of the Marshall Plan.

- Participate and present in at least one Marshall Plan for Talent session (dates TBD) when hosted by your higher-education partners.

- Agree to serve as a role model/advisor to other K-12 schools/districts.

- Publish your Marshall Plan for Talent efforts, both within the district and externally, leveraging social media, newsletters, etc.
THE MARSHALL PLAN
will invest an additional $100 million
over five years to revolutionize our
talent and education system.

THE PILLARS

• Increase career exploration
• Evolve to competency-based learning
• Foster business and education collaboration
• Create multiple pathways

HOW WE WILL GET THERE

Develop 150 New Courses
to teach the skills needed for a 21st century economy.

Educate 55,000 People
for in-demand, 21st century economy careers.

Train 5,000 Cybersecurity Students
for 21st century careers in information technology/computer science.

Provide 16,000 Low-Income/At-Risk Student Scholarships
and stipends for education in high-wage, in-demand careers.

Make Education and Career Planning Tools
available to all students.

Highlight Career Opportunities
to students, parents and educators.

Upgrade 65 Career Centers
with state-of-the-art equipment for learners.

Hire 150 Career Navigators
to help students explore career options.

Encourage 150 Teachers to Mentor Others
and share best practices on implementing new, in-demand courses and teaching methods.

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives | *Based on Workforce Intelligence Network and LMI Data

WWW.MICHIGAN.GOV/MARSHALLPLAN #MiMarshallPlan
The Marshall Plan for Talent is a revolutionary approach to better prepare Michigan students and adults for the jobs of today and tomorrow.

811,055*
HIGH-DEMAND CAREER OPENINGS THROUGH 2024

<table>
<thead>
<tr>
<th>Category</th>
<th>2024 Openings</th>
</tr>
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<tbody>
<tr>
<td>Information Technology</td>
<td>270,690*</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>109,410</td>
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<tr>
<td>Healthcare</td>
<td>212,247</td>
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<tr>
<td>Other Professional Trades</td>
<td>56,287</td>
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<tr>
<td>Business and Other</td>
<td>162,421</td>
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</tbody>
</table>

$49,094,842,059*
POTENTIAL EARNINGS IN 2024

<table>
<thead>
<tr>
<th>Category</th>
<th>2024 Earnings</th>
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<tbody>
<tr>
<td>Information Technology</td>
<td>$20.8 BILLION*</td>
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<tr>
<td>Manufacturing</td>
<td>$6.1 BILLION</td>
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<tr>
<td>Healthcare</td>
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<tr>
<td>Other Professional Trades</td>
<td>$2.8 BILLION</td>
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<tr>
<td>Business and Other</td>
<td>$11.9 BILLION</td>
</tr>
</tbody>
</table>

Source: DTMB, Bureau of Labor Market Information and Strategic Initiatives | *Based on Workforce Intelligence Network and LMI Data

WWW.MICHIGAN.GOV/MARSHALLPLAN  #MiMarshallPlan
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>8.0 Closed Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
</tr>
</tbody>
</table>

Executive Summary:

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

I hereby request closed hearing at this time for the above purposes. I anticipate this discussion to take about 5-10 minutes. This requires an individual vocal affirmation.

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

Resource Impact:

None

Requested Board Action:

None

Action Taken:

MOTION BY TRUSTEE LAKE “To move into closed session for the purpose of discussing the president’s performance.” ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE, MOTION PASSED UNANIMOUSLY. The Board moved into closed session at 7:59PM.

MOTION BY TRUSTEE LAKE “To move back into open session”, TRUSTEES HOFFMAN, PATTERSON, CRIST, BARNES, HEINS, MATHEIN AND LAKE VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 8:10PM.
**Subject to be Discussed and Policy Reference:**

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

**Executive Summary:**

This time on the agenda has been set aside for possible board approval of the staff union contract.

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**Resource Impact:**

None.

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**Requested Board Action:**

Possible consideration of the Staff Union Contract.

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**Action Taken:**

**MOTION BY TRUSTEE CRIST** “To approve the staff union contract as presented.”

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