



REGULAR MEETING OF THE LEADERSHIP COUNCIL

Jackson College
Central Campus, Health Laboratory Center, Room 200
08.31.22

The Regular Meeting of the Leadership Council of Jackson College was held on Wednesday, August 31, 2022, 8:00am, at the Central Campus of Jackson College, Health Laboratory Center, Room 200.

Leadership Council Members Present:

- Ms. Cindy Allen, Chief Legal, Talent, Equity & Administrative Officer
- Ms. Julie Hand, Chief Advancement Officer (Joined at 9:40am)
- Dr. Todd Butler, Dean of Humanities and the Sciences
- Mr. Jeremy Frew, Chief Academic & Student Services Officer
- Mr. Mike Volk, Interim Chief Financial Officer
- Mr. Jason Valente, Chief Campus Operations Officer (via Teams)
- Mr. Collin Boyce, Chief Information Officer
- Ms. Kelly Crum, Chief Diversity Officer / Director, Diversity, Equity, and Belonging

Council Member Excused Absence:

- Dr. Daniel Phelan, President & CEO

Others Present:

- Keith Everett Book, Executive Assistant to the President & CEO

Ms. Cindy Allen called the meeting to order at 8:03am.

FIRST TEAM NORMS / THE QUESTION

Ms. Allen and the LC focused on the Leadership Council's Ways of Being. She asked that each LC member select one or two items upon which the LC could improve.

Responses:

Mr. Frew shared that the LC could be better at seeing the whole chess board.

Dr. Butler described seeing things through a student lens as always challenging, especially on the first day. Students show up without any materials because they don't know what to bring.

Ms. Allen suggested providing JC notebooks and pens to students on the first day.

Mr. Crum expressed that it is important to celebrate, play, and invest in one another authentically, including outside of the work. The patience that has been shown with new members of the LC has been appreciated.

Ms. Allen added that patience, kindness, and generous assumptions are key.

Mr. Valente noted that giving each other the benefit of the doubt is important.

Ms. Allen described that closing out / summarizing action items at the end of the LC meeting has improved.

Mr. Volk asked if JC does well at getting input from the front lines. He described that being vulnerable can be difficult on a leadership team but is important. He suggested additional attention to fully acclimating new employees and providing opportunities for them to ask questions.

Mr. Frew shared that personal work on how one shares their mind is ongoing.

Mr. Boyce expressed finding the team very supportive. He described that we may be overly dependent on verbal communication, which is good communication, but documentation of processes could be equally useful.

REQUIRED REPORTING:

Progress on 90/80/70 Goal, Equity Gap Elimination & Strategic Agenda

Mr. Frew shared that Fall-to-Fall retention is at 46.61% which is higher than we have been in the past 5 or 6 years. Housing success rates do not appear to affect this.

Ms. Allen asked if the 90/80/70 goal is too unrealistic. Mr. Frew and Dr. Butler expressed feeling that it is very aspirational but can be done. Ms. Allen suggested that incremental goals could be helpful. Mr. Volk suggested having an annual target. Ms. Allen described the importance of attainable goals.

Mr. Volk is putting together financial metrics that should be reviewed and will share them at a future LC meeting. Mr. Frew noted that it would be interesting to review the cost of students.

ACTION ITEMS

Jackson College Business Continuity Plan (this stays on the agenda)

Mr. Collin Boyce, Ms. Allen, and Mr. Valente will continue their review of the business continuity plan. He shared Dr. Rose's concern that the insurance plan formatting is different than that of the JC plan. The living document that Ms. Allen has provided will be integrated into the insurance plan document. Mr. Boyce will create a project with Liz Murphy of CampusWorks for this deliverable.

Jets Protocols

Mr. Frew brought forth the following positions for consideration by the LC, which were moved forward to posting:

- Three (3) Student Success Navigators

Ms. Allen brought forth the following positions for consideration by the LC, which were moved forward to posting:

- Jet's Store Manager

Mr. Volk brought forth the following position for consideration by the LC, which was moved forward to posting:

- Accounting and Financial Reporting Coordinator – Ms. Allen will help finalize the job description and move it forward to posting.

Policy Review

The Travel and Mileage Policy was reviewed by the LC with amendments from Ms. Allen resulting from conversations during faculty contract negotiations. Discussions ensued about using per diem rather than direct reimbursement for employee travel expenses, as well as exploring expense reporting applications. Ms. Allen and Dr. Butler suggested removing the definition of Business Mileage from the policy, which was agreed to by the LC. The last two sentences of number 7 in the policy (“In general, reasonable daily meal reimbursement rates are defined as follows; breakfast - \$14, lunch - \$16, dinner - \$29, incidentals - \$5. These limits will be visited periodically and adjusted as needed.”) will also be removed. In its place, the link to the GSA per diem allocations will be added. This policy will move forward with these amendments, possibly to be revisited within the year for consideration of per diem and an expense reporting application.

CONSENT AGENDA ITEMS

The Prior Meeting Minutes for the Regular LC Mtg. 8/24/22 were reviewed by the LC and moved into the record.

Prior to the meeting, the LC members reviewed the LC & President Score Cards.

CRITICAL INCIDENT TRAINING

Maggie McDevitt and Dan Sullivan of JC Security led a tabletop exercise of a critical incident simulation. Mr. Valente was not able to attend this simulation in order to address ongoing storm-related power outages on campus.

An incident response plan postcard with the first 5 actions to take in the occurrence of an emergency will be considered. It was agreed upon that more documentation of critical incident processes would be an improvement.

It was noted that sending text messages when immediate response is needed is a best practice (in addition to sending emails). Also, urgent text and emails need to request a read receipt, in case someone needs to be actually called in order to be reached.

DISCUSSION OF THE LEADERSHIP COUNCIL

Mr. Boyce asked LC to make sure that subscriptions are all up-to-date.

Mr. Volk described conversations he is holding with staff at the bequest of Dr. Phelan.

Ms. Hand shared scholarship application reviews well underway with finalists being chosen this week. She described possibly opening up scholarship application opportunities for those students enrolled in the second 7 weeks.

Ms. Crum reported that the program at MLK started last night with a total of 7 students formally enrolled, with the hopes of adding 2 more. For the second 7-Week ENT102 course, 7 students are formally enrolled.

Regarding Ready Set Jet (RSJ): Monica Bouman, Daniel Mahoney, Antoine Breedlove and Ms. Crum are all set with supporting RSJ students. There is a plan already in place for weekly meetings, tutoring, and other support services. Ms. Crum will continue to keep LC updated as the semester progresses.

Dr. Butler described this semester as being a particularly challenging time for staffing courses.

Mr. Frew described transitions occurring with the paramedic program. He also shared that the Jackson High School program had 20 students arrive for the first day and is going very well.

CV3 students that have been displaced by the storm-related power outages may be given a gift card for food they have lost.

Ms. Allen will get the coupon updated for employees to give free lunches to students. She will also send information out to employees about the faculty/staff "take a student to lunch" program.

TALENT CONSIDERATIONS

The LC interviewed candidates for the following roles. All candidates were moved forward in the hiring process.

- Corrections Education Student Support Specialist
- Head Gold Coach
- Residence Life Coordinator

ACTION, MEETING AND COMMUNICATION REVIEW

1. Mr. Volk is putting together financial metrics that should be reviewed and will share them at a future LC meeting.
2. Mr. Collin Boyce, Ms. Allen, and Mr. Valente will continue their review of the business continuity plan. The living document that Ms. Allen has provided will be integrated into the insurance plan document. Mr. Boyce will create a project with Liz Murphy of CampusWorks for this deliverable.
3. Ms. Allen will help finalize the job description for the Accounting and Financial Reporting Coordinator position and move it forward to posting.
4. Ms. Allen will amend the Travel and Mileage Policy as discussed and send to Keith for posting.
5. Regarding critical incidents, an incident response plan postcard with the first 5 actions to take in the occurrence of an emergency will be considered. It was agreed upon that more documentation of critical incident processes would be an improvement.
6. Ms. Allen will get the coupon updated for employees to give free lunches to students. She will also send information out to employees about the faculty/staff "take a student to lunch" program.
7. 8/24/22 Ms. Allen will forward the draft JC Strategy, Culture & Commitment survey to IRB for review.
8. 8/24/22 Mr. Volk will be working with Kim Abbott to review the student employment and work study budgets so that hiring processes can be implemented next week.
9. 8/17/22 Ms. Allen will be working with different departments to finalize the Business Continuity Plan.
10. 8/17/22 Mr. Valente and President Phelan will review what needs to be addressed from a facilities contracts standpoint with legal counsel.
11. 8/17/22 LC will share their team discussions of the League Excellence and ATD Awards at the next LC meeting.
12. 8/17/22 Mr. Boyce will develop an LC group email.
13. 8/10/22 Mr. Frew and Dr. Butler will get data on what the checkout demand has been for devices in housing and the library.
14. 8/10/22 A Residence Life report will be brought by Mr. Frew at the next LC meeting.
15. 6/15/22 Mr. Valente will develop a scorecard for the Foundation to be reviewed regularly.
16. President Phelan will request that the LC read Daniel Kahneman's book (Thinking, Fast and Slow) in the Fall.
17. 5/25/22 Dr. Rose will provide an update to the LC on the completion of personal contact information collection campus-wide. Email addresses of previous employees, students, and retirees are being double checked to ensure they have been properly handled / deactivated, and the process of offboarding was reviewed.
18. 5/25/22 Forms and telephone tree formats shared by Jeremy Frew with the LC at this meeting will be used across the institution and then sent to Keith. Once we have 100% completion, the information will be held in a separate system and parceled out hardcopy.
19. 5/25/22 Off-site data storage space is being addressed this week as well.

20. 5/25/22 IT team will meet with every department to assess the calendar, to work around hotspots when support is needed, and when shutdowns should be avoided. Payroll will also be consulted.
21. 5/25/22 President Phelan will create a document to share regarding the legal counsel document review SOP. Signing SOPs for President Phelan will be reviewed as well in the document.
22. 5/18/22 Dr. Rose requested that staff in the President's office help to confirm a conference call number for the LC and verify the functionality of the CIT system in the President's conference room.
23. 5/18/22 President Phelan recommended that everyone develop a plan on how their unit could operate for at least 4 weeks during an emergency.
24. 5/4/22 Mr. Norris and Justin Gaeta will gather data for the impact of the hybrid work pilot on students.
25. 5/4/22 Mr. Norris will canvas the LC to find a group to focus on the strategic continuity action plan.
26. 4/20/22 Ms. Crum to investigate what other schools are doing in the way of expanding ceremonies like the Kente Ceremony to other affinity groups.
27. 4/6/22: Dr. Butler will reach out to some programs regarding the participation of graduate students in JC Residence Life.
28. 3/30/22: President Phelan will be adding goals to the strategic agendas for the new members to discuss.
29. 3/30/22: Mr. Frew will check with his team to determine who might be best to champion the Lumen Christi Internship Program.
30. 3/30/22: Mr. Norris will assign a budget to the Lumen Christi Internship Program.
31. 3/30/22: Mr. Valente will notify Lumen Christi of JC's intent to participate.
32. 3/30/22: Ms. Hand will pen a grant application decision criteria / process for consideration.
33. 3/16/22 – Ms. Allen to cultivate an in-housing interest page on the website.

Meeting adjourned at 10:00am. Interviews were conducted 10:00am – 2:15pm.