



## REGULAR MEETING OF THE LEADERSHIP COUNCIL

Jackson College

Central Campus, Health Laboratory Center, Room 200

11.2.22

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The Regular Meeting of the Leadership Council of Jackson College was held on Wednesday, November 2, 2022, 8:00am in HLC 200.

### *Leadership Council Members Present:*

- Ms. Kelly Crum, Chief Diversity Officer / Director, Diversity, Equity, and Belonging
- Ms. Julie Hand, Chief Advancement Officer
- Mr. John Globoker, Chief Financial Officer
- Mr. Doug Yenor, Chief Information Officer
- Mr. Jason Valente, Chief Campus Operations Officer (via Teams)
- Ms. Cindy Allen, Chief Legal, Talent, Equity & Administrative Officer
- Mr. Jeremy Frew, Chief Academic & Student Services Officer
- Dr. Daniel Phelan, President & CEO
- Dr. Todd Butler, Dean of Humanities and the Sciences

### *Council Member Excused Absence:*

### *Others Present:*

- Keith Everett Book, Chief Assistant to the President/CEO

President Phelan called the meeting to order at 8:00am.

## **GOOD NEWS ITEMS / THE QUESTION**

President Phelan asked: What has been the best part of your week so far?

Ms. Hand shared that her weekly staff meetings are going well and described the power of her tiny, but mighty team.

Ms. Crum and Ms. Allen shared appreciation received from the community and staff for Spooktacular.

Mr. Yenor noted that his IT department is pulling together organizationally and finding its footing.

Mr. Globoker offered appreciation for the tremendous team effort involved in pulling together the 5-year Facilities Master Plan and the Capital Outlay proposal last week.

Ms. Allen described the retirement of Amy Miller and her celebration, wishing her well.

Dr. Phelan shared a letter received from a graduate of the CEP program thanking the College for offering the program.

Dr. Butler shared his challenging travels that led to a successful and worthwhile conference last week.

## **ACTION ITEMS**

### **Action Requests**

Ms. Hand brought forth a proposal to expand the current Academic Laptop Incentive Program (ALIP) to certificate-seeking students, only upon their request. Ms. Hand noted that the students would be taking at least 6 credit hours in order to be eligible. This proposal was approved.

### **Jet Protocols**

Mr. Valente brought forth the following position for consideration, which was sent forward to posting:

- Physical Plant Maintenance Technician

Ms. Allen brought forth the following position for consideration, which was sent forward to posting with the addition of education requirements to the job description:

- Executive Director of Human Resources

### **Policy Review**

Mr. Globoker brought forth the below policy for review, which was approved as amended:

1. Credit Card Policy – Language was expanded to include vendors outside of employees in the policy. Mr. Globoker will provide the current deployment of JC credit cards and their limits at a future LC meeting.

### **Jackson College Business Continuity Plan**

Ms. Allen presented the finalized JC Business Continuity Plan, which will be submitted to the insurance company with the submission date noted clearly on the document. President Phelan suggested that this plan be reviewed annually.

### **Policy Governance at the LC Level / Communication Structure**

For LC's consideration, President Phelan proposed the use of Policy Governance at the Leadership Council level. He reviewed the 10 principles of Policy Governance and how they might apply to the work of the LC. He noted that monitoring could be translated to ways in which the LC is held accountable, but unlike the specific monitoring report process currently in place for the Board.

Also for the LC's consideration in their governance structure, President Phelan introduced a quality management system, including principles of student/customer focus, engagement of people, process approach, evidence-based decision making, relationship management, improving, and leadership.

Dr. Phelan noted that as long as there is a consistent commitment to a paradigm that is created, the LC is free to design a management system of their own.

Mr. Yenor shared his appreciation for the quality management system as it relates to what he is working toward with IT.

Ms. Crum shared the want for a process that is clear and holds the LC accountable.

Mr. Frew shared his appreciation for the lens of leadership serving employees and removing boundaries for them. Ms. Allen echoed a similar appreciation.

Dr. Phelan described basing work on the principles that founded community colleges and leading the College with an LC that fully represents all the work that we do across the whole institution, which at the heart of it, is a body coming together to serve others.

Dr. Phelan went on to further explain how a governance paradigm could help achieve 90/80/70/UO. Self-disciplined, data-driven decision making, garnered by a governance structure, would trickle down through the organization and promote fanatical discipline. He noted that principle, process, and outcomes are the bases of Policy Governance.

He highlighted that Process Approach is the organization's area of greatest need for improvement. Engagement of people and leadership development are key as well.

Dr. Phelan asked that LC consider both governance models for structure and discipline, and that selecting aspects of both to create their own paradigm might be best. He emphasized that Jim Collins' three principles (productively paranoia, fanatical discipline, and empirical creativity) are key in the work that the LC must do.

Dr. Phelan then presented a proposal for the LC's consideration that could assist in creating a more robust and effective communication and organizational structure for the College. Discussion ensued, to be continued at future LC meetings. Proposed organizational charts will be amended and circulated for review by the LC.

### **Personal Management Interview: Connecting Our TCS<sup>2</sup> Culture**

Dr. Phelan offered further clarification on the process and efficacy of Personal Management Interviews (PMIs). He proposed adding the below questions to the process:

1. How are you advancing TCS<sup>2</sup> and 90/80/70/UO each day?
2. How are you providing an inclusive environment among your teammates?

Discussion ensued, to be continued at future LC meetings.

### **Behavioral-based Interviews**

Dr. Phelan proposed some amendments to the LC interview process for the LC's consideration. Discussion ensued, to be continued at future LC meetings.

### **President's Approvals Form**

Dr. Phelan presented a form to help discern necessary considerations needed before contracts and agreements are presented to him for his approval. With the addition of financial threshold and respective bids as needed, Mr. Book will send this form out to the LC to begin using ASAP.

### **Remote Work Discussion**

The LC discussed feedback received from employees in regard to remote work. A decision for the remote work process after December 31, 2022, will be determined at the November 9th LC meeting.

### **CONSENT AGENDA ITEMS**

Prior to the meeting, the LC members reviewed prior meeting minutes from 10/26/22 and LC / President Scorecards.

### **DISCUSSION OF THE LEADERSHIP COUNCIL**

Ms. Crum described upcoming meetings with Achieving the Dream coaches and current status of the process.

Ms. Hand described end-of-year appeals being reviewed and outreach efforts to donors.

Mr. Valente provided an update on facilities and getting the campus ready for winter.

Dr. Butler shared that the full-time Psychology and English faculty search is underway. He described challenges with additional adjunct onboarding (particularly those that are full-time elsewhere) and with Canvas.

Mr. Globoker shared that foundational work will need to be done around the intentionality of budgeting, using all resources available at the institution, and potentially leveraging Colleague.

Mr. Book reported out on his attendance at the ACCT Leadership Congress.

Mr. Yenor asked LC to let him know how his team can further help with Canvas challenges.

Mr. Frew shared updates on registration.

### **Plus/Deltas**

Ms. Allen, Mr. Yenor, and Ms. Crum shared their appreciation for the content of this LC meeting and for the discussions that will continue.

## **ACTION, MEETING AND COMMUNICATION REVIEW**

### **1. LC WILL REVIEW THE BELOW LIST AND LET MR. BOOK KNOW WHAT CAN BE ELIMINATED.**

2. Mr. Globoker will provide the current deployment of JC credit cards and their limits at a future LC meeting.
3. 10/19/22 LC to read the Culture-of-Care handbook from Amarillo College
4. 10/19/22 In regard to events attended by the Leadership Council and the Board of Trustees, President Phelan asked that the LC help to prioritize specifically the local events that are attended by LC, or part thereof, and consider what can be removed (or added).
5. 10/19/22 Dr. Butler will speak to Michael Masters in regard to Lenawee events he regularly attended.
6. 10/19/22 LC will offer dates of departmental meetings for Dr. Phelan to attend.
7. 10/19/22 Mr. Frew will share information with the LC on the Collaborative Community Efforts.
8. 10/5/22 Mr. Frew will schedule a conversation with legal counsel Bill Abbott to see if there is anything else that can be tightened up on policy 2801 regarding personal information.
9. 9/21/22 Mr. Yenor will send his IT Strategic Plan to Keith to include in Diligent for the LC's review. (In progress)
10. 9/7/22 Mr. Yenor will provide updates on the audit initiatives progress for the LC meetings to Keith. (In progress)
11. 9/7/22 Ms. Allen and Dr. Phelan will look to incorporate critical incident topics like avoiding financial harm and inability to engage in ongoing operations.
12. 8/17/22 Mr. Valente and President Phelan will review what needs to be addressed from a facilities contract's standpoint with legal counsel.
13. 6/15/22 Ms. Hand will develop a scorecard for the Foundation to be reviewed regularly.
14. President Phelan will request that the LC read Daniel Kahneman's book (Thinking, Fast and Slow) in the Fall.
15. 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.
16. 5/25/22 Off-site data storage space is being addressed this week as well.
17. 5/18/22 President's office to verify the functionality of the CIT system in the President's conference room. **(To be done over Thanksgiving Break.)**
18. 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
19. 4/6/22: Dr. Butler will reach out to some programs regarding the participation of graduate students in JC Residence Life.

Meeting adjourned at 12:00pm.