



REGULAR MEETING OF THE LEADERSHIP COUNCIL

Jackson College
Central Campus, Health Laboratory Center, Room 200
09.21.22

The Regular Meeting of the Leadership Council of Jackson College was held on Wednesday, September 21, 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
- Dr. Todd Butler, Dean of Humanities and the Sciences
- Mr. Jeremy Frew, Chief Academic & Student Services Officer
- Mr. Collin Boyce, Chief Information Officer (via Teams)
- Ms. Kelly Crum, Chief Diversity Officer / Director, Diversity, Equity, and Belonging
- Dr. Daniel Phelan, President & CEO
- Ms. Julie Hand, Chief Advancement Officer (via Teams)
- Mr. John Globoker, Chief Financial Officer

Council Member Excused Absence:

- Mr. Jason Valente, Chief Campus Operations Officer
- Mr. Mike Volk, Consulting Chief Financial Officer

Others Present:

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

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

LC DEVELOPMENT EXPERIENCE: SESSION 1 – DEVELOPING A STRATEGIC PROSPECTIVE

Angie Morgan Witkowski, Partner at leadstar, led the LC through a professional development experience, which began with each LC member describing themselves at their best, and then describing an area they would like to focus on for development.

During the pre-work of this experience, LC members shared their collective interest in getting back to “winning.” The past few years have been full of Covid-centric initiatives, and rapid responses to meet demands of the shifting emotional, physical, psychological needs of staff and students. While many initiatives have started, some had to stop, some had to be redirected, and others have milestones in the distant future hard to reach.

A win doesn't have to be a mountain top moment. It needs to feel like milestones attained are recognized and celebrated on the march to a moonshot.

Winning for the LC would feel like:

- Strengthening trust among the newly formed Leadership Council members
- Narrowing strategic priorities
- Focusing on undifferentiated outcomes for Jackson College that would allow it to be distinguished and recognized nationally
- Celebrating successes – and helping share collective wins
- Achieving excellence by following through on initiatives and calling things complete.

During today's experience, the following discussions ensued:

- What would be the one thing that would make Jackson College the (undeniably) best community college in the state and/or country?

Some responses included:

- Having affordable tuition and a great financial package.
- Matching our quantitative with our qualitative.
- Having a wider audience.
- Becoming a talent magnet.
- Connecting programs uniquely.

- What must change in order to achieve these aspirations?

Some responses included:

- Relentless discipline in advancing work, keeping the whole unique student in front of us.
- We were surprisingly and incredibly focused during COVID when there was less "noise".

- What are you willing to do to recommit to building First Team Trust?

Some responses included:

- Make success unescapable for students and employees.
- Offer time: Our minutes are our most valuable resource.
- Believe that we belong here.
- Coordinate – always consider the cascading elements of decisions.

- What is the Jackson College moonshot?

Some responses included:

- 90/80/70
- Eliminating our equity gaps
- Total Commitment to Student Success

The LC then went through an exercise of identifying and discerning the difference between tame, critical, and wicked problems.

Discussion focused around the five forces of competitive advantage ensued.

- Porter's Five Forces of Competitive Advantage
 1. Threat of new entry
 2. Buyer Power
 3. Treat of substitution
 4. Supplier power
 5. Competitive rivalry

Take aways included:

- Not mortgaging your future for the short-term
- Focusing on your gifts and managing the issues in front of you on your own terms.

The discussion ended with LC members identifying where they each would like to be more courageous.

REQUIRED REPORTING:

Monitoring Reporting

The LC reviewed the schedule for upcoming monitoring reports.

ACTION ITEMS

Lt. Governor Gilchrist II's 9/27 Visit Preparations

Discussion of logistics for the Lt. Governor's 9/27 tour of Jackson College ensued.

- The Lt. Gov. will arrive in BW parking lot to a designated parking spot for his security.
- Welcome signage will be at the Emmons entrance and throughout campus.
- Refreshments in BW Rm. 146 will be arranged.
- Tripod signage with facts about correlating JC departments / services will be posted throughout the trail of the tour.
- Mr. Frew will ensure that Monica Bowman is available to greet the Lt. Gov. at the Student Success Center.
- Antoine Breedlove and/or Ms. Crum will speak at the Center for Multicultural Affairs.
- Heather Ruttkofsky will greet the Lt. Gov. at the HLC back entrance and walk him through labs there, followed by the first floor of Whiting West for the demo shop.
- The Oasis Center and Health Clinic doors will be open so that the Lt. Gov. can see into them.
- Dr. Butler or staff of his choosing will greet the Lt. Gov. at the STEAM factory on the art side of the building. They will hopefully go through pottery and end up in the STEAM Lab, where they will be seated for discussion around additional refreshments.
- Hopefully the tour will take 30 minutes, allowing at least 20 minutes for discussion at the end of the tour in the STEAM Lab.
- Dr. Phelan suggests that staff create a 60 second message to share with the Lt. Gov.

- Keith will seek LC assistance to prepare a timed agenda for the tour, with each stop averaging about 3 minutes.
- LC will compose a question or two to pose to the Lt. Gov.

Townhall Topics – 9/28

Topics for discussion at the 9/28 Townhall were considered. The below list of topics was approved:

1. Door Prize Winners – Take Me Out to the Ballpark / Jets Celebrations
2. Lt. Governor’s visit on 9/27
3. Community Colleges Matter - [Focus Group Reel: Community Colleges Matter - YouTube](#)
4. Progress
5. Student Emergency Fund – Ashley VanHeest
6. How We Work Together
7. Most Effective Communication
8. Spooktacular
9. Question / Feedback

Jet Protocols

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

- Public Relations Manager

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

Ms. Allen presented her work on key elements of the Business Continuity Plan, which Keith will send in Word to all LC members. LC are asked to focus on who is responsible for each area and provide feedback during the 9/28 LC meeting.

Dr. Phelan asked that updated emergency plan booklets be provided to all employees. Ms. Allen will see to this.

CONSENT AGENDA ITEMS

The Prior Meeting Minutes for the Regular LC Mtg. 9/14/22 were reviewed by the LC and moved into the record.

Prior to the meeting, the LC members reviewed the LC & President Score Cards and the House Fiscal Agency listing of all the state-required reporting for community colleges.

DISCUSSION OF THE LEADERSHIP COUNCIL

Mr. Frew reported growing partnerships and participation in the CEP. He also gave thanks to all the Deans and faculty that went above and beyond building the STEAM Factory walls.

Ms. Globoker thanked the LC for meeting with him individually to help get him up to speed.

Mr. Boyce presented a 90 day IT Strategic Plan. Mr. Boyce will send this document to Keith to include in Diligent for the LC's review.

TALENT CONSIDERATIONS

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

- Student Life Coordinator
- Director of Corrections Education Program
- Director of Infrastructure

ACTION, MEETING AND COMMUNICATION REVIEW

1. LC to attend to the logistics of the Lt. Gov. tour as laid out earlier in these minutes. Keith will seek LC assistance to prepare a timed agenda for the tour.
2. Keith will send key elements of the Business Continuity Plan (BCP) in Word to all LC members.
3. BCP: LC will focus on who is responsible for each area of the BCP and provide feedback during the 9/28 LC meeting.
4. Ms. Allen will work to provide updated emergency plan booklets to all employees.
5. Mr. Boyce will send his IT Strategic Plan to Keith to include in Diligent for the LC's review.
6. Dr. Butler will seek Odessa Community College's protocols for their once a month celebrations.
7. Dr. Phelan asked that LC speak with their administrators and come back to the 9/28 LC meeting with that feedback on the efficacy and frequency of communication.
8. Remote work after December 31, 2022 will be further discussed at the 9/28 LC meeting.
9. 9/7/22 Mr. Boyce will provide updates on the audit initiatives progress for the LC meetings to Keith.
10. 9/7/22 Mr. Frew will bring back his Canvas Catalog for Workforce Programming Jets Protocol to the LC at a future date.
11. 9/7/22 Ms. Allen will seek to secure 12 additional internet pucks to be checked out by traveling employees, possibly to be housed in the same location as loaner laptops. Ms. Allen will work with Mr. Boyce on this.
12. 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.
13. 9/7/22 The League Excellence Awards deadline on December 1st will be discussed again in October.
14. 8/31/22 Mr. Volk is putting together financial metrics that should be reviewed and will share them at a future LC meeting.
15. 8/31/22 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.
16. 8/17/22 Ms. Allen will be working with different departments to finalize the Business Continuity Plan.

17. 8/17/22 Mr. Valente and President Phelan will review what needs to be addressed from a facilities contracts standpoint with legal counsel.
18. 8/17/22 LC will share their team discussions of the League Excellence and ATD Awards at the next LC meeting.
19. 8/17/22 Mr. Boyce will develop an LC group email.
20. 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.
21. 6/15/22 Mr. Valente will develop a scorecard for the Foundation to be reviewed regularly.
22. President Phelan will request that the LC read Daniel Kahneman's book (Thinking, Fast and Slow) in the Fall.
23. 5/25/22 Mr. Boyce 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.
24. 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.
25. 5/25/22 Off-site data storage space is being addressed this week as well.
26. 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.
27. 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.
28. 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.
29. 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.
30. 5/4/22 Mr. Norris and Justin Gaeta will gather data for the impact of the hybrid work pilot on students.
31. 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.
32. 4/6/22: Dr. Butler will reach out to some programs regarding the participation of graduate students in JC Residence Life.
33. 3/30/22: President Phelan will be adding goals to the strategic agendas for the new members to discuss.
34. 3/30/22: Mr. Norris will assign a budget to the Lumen Christi Internship Program.
35. 3/30/22: Mr. Valente will notify Lumen Christi of JC's intent to participate.
36. 3/30/22: Ms. Hand will pen a grant application decision criteria / process for consideration.

Meeting adjourned at 11:15pm. Interviews were conducted 10:00am – 11:15am.