

**Jackson College
Board of Trustees Meeting
Regular Meeting - Monday, March 13, 2017
6:30PM**

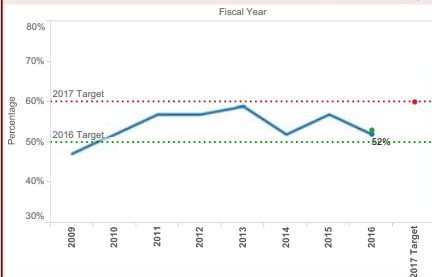


AGENDA

- 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 Comments
 - 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 February 6, 2017
 - 4.6 Marketing Report
- 5.0 ENDS Performance Reporting**
 - 5.1 Leadership Board Monitoring Report
- 6.0 Action Items**
 - 6.1 Second Reading Consideration
 - 6.1.1 Governance Commitment
 - 6.1.2 Governing Style
 - 6.2 Consideration of Recipient of Distinguished Service Award
- 7.0 Information Items**
 - 7.1 First Reading Consideration
 - 7.1.1 Board Job Description
 - 7.1.2 Chairperson's Role
 - 7.2 President's Report
 - 7.2.1 Legislative
 - 7.2.2 Upcoming Events
 - 7.2.3 Other
- 8.0 Adjourn**

Institutional Dashboard: Key Performance Areas

Student Learning: Student Completion or Transfer ✓



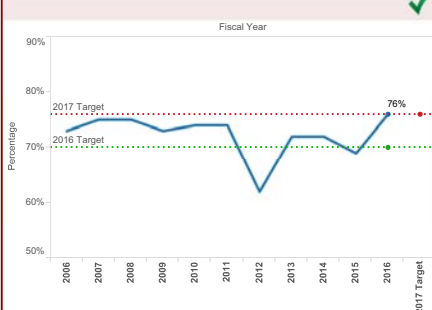
Stakeholder Focus: Student Satisfaction ✓



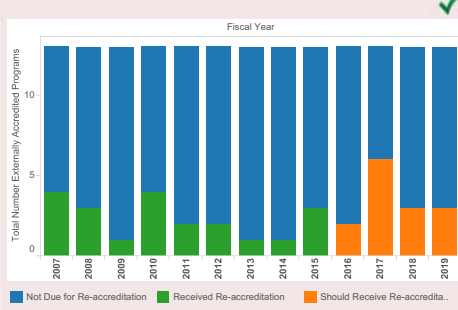
Financial & Operational Stability: Cash Reserve Fund Ratio ✓



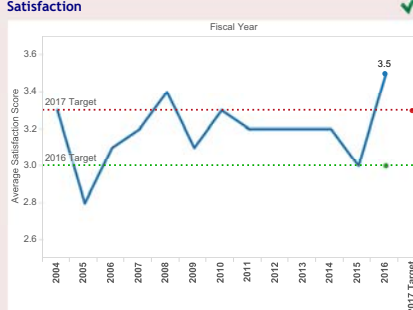
Valuing People: Employee Satisfaction ✓



Measuring Effectiveness: Externally Accredited Programs ✓



Leading & Communicating: Internal Communication Satisfaction ✓



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

4.0 Communications

(**BOARD POLICY:** GOVERNANCE PROCESS: Governing Style)

Executive Summary:

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

- 4.1 Citizen Comments
- 4.2 Employee Comments
- 4.3 Board Comments
 - 4.3.1 Conflict of Interest Review
 - 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 February 6, 2017
- 4.6 Marketing Report

Resource Impact:

None

Requested Board Action:

Approval of Board Meeting Minutes

Action Taken:

None

REGULAR MEETING OF THE BOARD OF TRUSTEES
Jackson College, Central Campus
Jackson, Michigan
February 6, 2017

The regular meeting of the Board of Trustees of Jackson College, Jackson County, Michigan, was held on Monday, February 6, 2017 at 2111 Emmons Road, Jackson Michigan 49201.

Chairman Barnes called the meeting to order at 6:30PM Eastern Standard Time (EST).

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

Board Member Excused Absence: Trustee, Philip Hoffman

Others Present: Dr. Daniel Phelan, Dr. Rebekah Woods, Cindy Allen, Sara Perkin, Jason Valente, Darrell Norris, Dr. Kristi Hottenstein, Mike Hansen, Pat Guenther, Ben Dandrow, Jay Ponagai, Dotty Karkheck and Jeff Steers.

COMMUNICATIONS

Citizen Comments

Ben Dandrow from the Dahlem Center was present and provided an update on the Conservatory and encouraged expanded collaboration with the College..

Chairman Barnes asked the Board to consider an extension for comments for Mike Hansen. The Board unanimously granted him 10 minutes to present remarks from the Michigan Community College Association (MCCA).

Mike Hansen, President of Michigan Community College Association subsequently provided updates on federal and state legislative matters. He expressed appreciation to the Board for the involvement of President Phelan and Trustee Crist..

Employee Comments

The following new employee was introduced to the Board: Patricia Guenther, the new faculty director of the dental hygiene program..

Board Comments

Trustee Lake requested excused from consideration related to item 6.4.on the evening's agenda

Trustee Crist shared that he had a great experience at the MCCA Lansing Legislative Summit. Chairman Barnes shared that he attended the Jackson College Women's Basketball game.

Student/Student Government Comments

There were no updates from Student Government.

Consideration of Minutes

There being no proposed modifications, the minutes of the regular Board meeting on January 9, 2017 were moved into the record by Chairman Barnes on behalf of the Trustees.

Marketing Report

Dotty Karkheck, Director of Marketing, provided highlights from the Marketing report for the month. She noted that they are now including social media metrics, as well as top pages visited in their monthly reports.

ENDS PERFORMANCE REPORT

Instruction Board Monitoring Report

Dr. Rebekah Woods, Provost presented the Instructional Monitoring Report and addressed questions from the Board.

Darrell Norris, Vice President of Finance provided an overview of the revised 2nd quarter financial report and addressed questions from the Board.

ACTION ITEMS

Second Reading: Communication & Counsel to the Board and Accreditation

President Phelan presented the Communication & Counsel to the Board and Accreditation policies. **MOTION BY TRUSTEE PATTERSON** “to approve the Communication & Counsel to the Board and Accreditation policies as presented.”

MOTION PASSED UNANIMOUSLY.

Consideration of Resolution to Authorize Rural Business Development Grant Project/Authorization

President Phelan requested the Board’s approval of the enclose resolution to authorize the project and application for the Rural Business Development Grant. **MOTION BY TRUSTEE CRIST** “to approve the resolution to authorize the project/application for Rural Business Development Grant” **MOTION PASSED UNANIMOUSLY.**

Selection of Presenter’s for Commencement

Each year during the Commencement ceremony, the Board of Trustees present both the Crocket Award and the Distinguished Service Award. Trustee Heins volunteered to present the Distinguished Service Award. Trustee Crist or Trustee Lake will present the Crocket Award.

Consideration of Recipient of 2017 Crocket Award

Jason Valente, President of the Jackson College Foundation shared the Foundations recommendation for Dr. Jon Lake to be considered for the 2017 Crocket Award.

MOTION BY TRUSTEE CRIST “To name Dr. Jon Lake as the 2017 Crocket Award.”
MOTION PASSES UNANIMOUSLY, WITH TRUSTEE LAKE ABSTAINING.

INFORMATION ITEMS

First Reading: Governance Commitment and Governing Style

The Governance Commitment and Governing Style policies were presented for the Board's first consideration. Both policies were moved to second reading status with minor corrections.

President's Report

President Phelan provided an update of significant College initiatives, future events, legislative and academic matters.

ADJOURN

MOTION BY TRUSTEE LAKE "To adjourn." **MOTION PASSED UNANIMOUSLY.**

Meeting adjourned at 7:40PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, February 6, 2017 were approved at the regular meeting of the Board held on March 13, 2017.



Secretary



Chairman

<https://www.jccmi.edu/wp-content/uploads/Feb.-2017-Marketing-Board-Pack.pdf>

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:
<p>5.1 Leadership Board Monitoring Report</p> <p>(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</p>
<p>The Leadership Board Monitoring Report is a reflection of Jackson College's performance and planning related to institutional leadership, as well as its governance at multiple levels within the organization.</p> <p>The enclosed ENDS Monitoring Report focuses on the many aspects of leadership that exist within the college, as well as the growth and development opportunities to all students and employees to ensure we continually advance our institution and our Total Commitment to Student Success (TCS2).</p> <p>After a brief review, I will respond to particular questions you may have.</p>
Resource Impact:
None
Requested Board Action:
None
Action Taken:
None



ENDs Monitoring Report

Leadership
March 13, 2017

Presented to:
Jackson College Board of Trustees

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

Executive Summary:

The leadership of Jackson College is evident at all levels of the institution and is practiced by each employee. We are driven by not only the traditional 'mission documents' (i.e., mission, vision and values), but our leadership efforts are more profoundly linked to the items contained within our Statement of Thirteen Beliefs, as these guide our daily actions. Our culture of engaged and satisfied employees is supported by our many initiatives, extensive and thorough communication, as well as a caring environment that focuses upon the employee as a whole person. Through these practices, our employees are empowered to advance our institution through a Total Commitment to Student Success, (TCS²).

This Board Monitoring Report reflects Jackson College's performance and planning related to leadership at all employee levels of the institution, as well as within our student population. Of specific mention among key achievements over the past 12 months of work:

- The successful launch of an internal Jackson College Leadership Academy, which resulted in eleven mid-level employees, who seeking additional opportunity, successfully graduated;
- Participation by three Jackson College employees in MCCA's new Leadership Academy;
- The launch of a Personal Management Interview (PMI) approach by all supervisors in working with their employees;
- The expansion of community relations efforts;
- The critical assessment of existing communication methods;
- The creation of the 'Lux et Veritas' Task Force committed advancing cultural competence and understanding among all employees and students; and
- Development of employees at all levels and all classifications.

To achieve these and future objectives, ensuring a cohesive Leadership Council (LC) is essential. To that end, the LC remains committed to their own leadership development. Essentially, this includes prioritizing time for quarterly retreats to work through significant operational, planning, quality, interpersonal and strategic areas. Sustaining a culture of service and student success is a principal responsibility for the LC.

Ensuring that the College selects the best employee to be a 'jet' requires our continual improvement of the final level interview process and improved performance evaluation criteria and related recognition processes. Once onboard, developing relationship is also a key driver of leadership. And to that end, we have begun to offer a monthly informal gathering opportunity for employees at the Presidents home.

The many occasions of leadership accomplishment and achievement are presented in this report. Although it is evident we are moving in the right direction, we will continue to develop and strengthen leadership knowledge and experience.

Institutional Context

We are humbled by the recognition received from our peers locally, statewide and nationally which often is a result of our college's clear commitment to student success. However, we also understand that we must continue striving for excellence, continuous improvement and growth. The importance of our commitment to employee growth and professional development, as well as to our preferred culture, is clear.

We recognize that leadership can, and should be practiced by all employees. It is not defined solely by a responsibility of supervision or by positions noted on an organizational chart. Our College's preferred leadership traits include the decision-making, humility, communication, vulnerability, steadfastness, loyalty, guidance and support for/to others.

Whether considering the turnout at the employee gatherings or asking for feedback after Coffee and Conversation sessions, the anecdotal assessment of our employees indicates that they feel valued, appreciated, and are receiving essential communications. Of course, there remain areas for improvement which we will certainly address in the future. Broadly speaking, our Statement of Beliefs continues to drive our approach to employment and training, as well as our daily work. It promotes accountability, and invokes a responsibility of service, all to ensure our Total Commitment to Student Success (TCS²).

External Context

Leadership is one of the most-often written subjects in the world, yet it is unevenly practiced due to the absence of any clear formulaic approach. Rather, we lead our organization, and each other, based upon our experiences, training, failures, guidance and commitment to improve.

Authors, researchers, clerics and everyday people have guided our thinking on leadership. The musings of John Maxwell, Jim Collins, Warren Bennis, Daniel Pink, Patrick Lencioni, John Kotter, Liz Wiseman, Peter Senge, Max De Pree, Tom Peters, Rosabeth Moss Kantor, Susan Cain, Mohandas Gandhi, Peter Drucker, and a cast of hundreds, if not thousands have offered insight and guidance from which we seek to be our best selves in the service of others. Not surprisingly then, authors such as these are often included in professional development practices of the College.

The College's efforts around leadership exist in a broader local, state, national, and global context. They seek to work toward enhancing the direction of the college, whether by department or individually, as we contend with the challenges and threats, as well as the opportunities that our community college industry faces. To that end, the College, its trustees, and its employees are often asked to serve in position of leadership beyond the confines of the campus. Many more still are asked to present at state, national and international events conveying the work of our College.

Jackson College is mindful of numerous external factors that can affect the organization and often looks to the leadership of our employees and trustees to address. Of particular mention:

Challenges/Threats:

Rising incivility
New national administration
Leadership succession planning
Increasing competition
Declining resources

Opportunities:

Building our own talent through professional development
Leadership through example
Diversity of employees
Total Commitment to Student Success
Jackson College's Talent Formula

Institutional Performance Reporting and Assessment

Leadership Academy

Dr. Michelle Shields organized and led a group of 11 Jackson College employees through an intense, weekly hands-on leadership academy. Focused topics included decision-making, leading, empowering, public speaking, budget and public policy. Participants were required to engage in significant preparatory work including advance reading of texts and information gathering. The group had the opportunity to meet with the College's Leadership Council, as well as others across the College and within our community. As part of the academy, students joined President Phelan in Lansing to meet with legislators, as well as Michigan Community College Association (MCCA) President Mike Hansen. The graduates were recognized in front of the college community at the fall 2016 convocation. Feedback from the first cohort has been extremely positive. The intention is to continue offering the academy on an annual basis as a development opportunity for employees.

HLC Comprehensive Quality Review

The accreditation visit conducted by the Higher Learning Commission (HLC) visit was successful because of the team effort across the campus. Under the leadership of Rob Stirton and Debbie Schissler, faculty, staff and administrators were brought together to participate in open forums. Additionally, employees were invited to participate in multiple focused sessions, as part of the criterion review. This visit was flawless in both preparation and execution. On balance, there was a very strong sense of collaboration across campus during the visit with an "all hands on deck" attitude. This type of teamwork speaks volumes of the incredible leadership we have at all levels of the institution. The preliminary report received is an acknowledgement of this work. And while there are areas for improvement, the visiting team was most complementary of their experience with us.

Communication

Communication strategies will continue to be a priority for the Leadership Council of the College. We are aware that receipt of communication comes in many different forms and communication preferences tend to be quite personal for each employee. Multiple methods of communication are currently deployed in an effort to ensure that necessary information is provided. These include, but are not limited to three convocations per year, weekly announcements, as well as multiple in-person opportunities. Coffee and Conversation gatherings also continue to be held.

In November, following a Coffee & Conversation gathering, employees were contacted individually and asked questions, such as: Do you feel that you are receiving the communication you need? Do you have any suggestions for improvement in college communications. Employees provided us with extremely positive feedback. Comments included “I actually thought this was the most informative one that I have attended” and “I feel I am well informed of what the hot topics are here at Jackson College and will continue to attend the sessions as long as they are offered.” A major component of communication is simply listening to individual voices. Prior to the winter Coffee and Conversation sessions, each response will be reviewed and suggested changes will be implemented.

Lux et Veritas

There has been a rise recently of national unrest, fear and anxiety. We believe that it is our responsibility as leaders to engage our community to understand and provide opportunities for appreciative inquiry. In response to expressed concerns, President Phelan reached out to many employees to begin organizing a group called the ‘Lux et Veritas’ committee. Lux et Veritas, (i.e., Truth and Light – taken from the Great Seal of Jackson College) is currently working on drafting charter, as well as vetting a statement on Inclusion, Civility and Community. It is our responsibility to acknowledge and celebrate our collective intention to create and maintain a teaching, learning and work environment in which everyone can flourish, feel safe, and be successful.

Community Relationships

After years of participation, President Phelan reached out to the Challenge Day organizers to offer the College’s New Walker Hall as a future host site. We were honored to be a host site for the 2016 Challenge Day event. For two days, the College welcomed middle schoolers from across the county in this transformational, compassionate day that focuses on acceptance of one-another and combating bullying. The College encouraged and supported employees to step away from their daily tasks to volunteer in the program. We also provided lunch for all participants and volunteers. We plan to continue remaining a host site each year, on a go-forward basis.

Jackson College employees, at all levels of the organization, are committed to time within the community, serving in various capacities supporting issues passionate to them. Monica Bouman is currently serving as the President of the Michigan Tutorial Association and Steve Tuckey is serving as the Treasurer for the same organization.

President Phelan represents the College on the national level in multiple capacities. He is currently serving as Chair for the American Association of Community Colleges, as well as on the Phi Theta Kappa (PTK) National Board. Locally, President Phelan is serving as the Chairman for the Enterprise Group and continues serving on the Anchor Board.

Dr. Rebekah Woods serves on the board of directors of the Michigan Campus Compact, a statewide organization that promotes education and commitment of college students to be civically engaged citizens.

The Board of Trustees continues their active leadership participation at both the state and national level. In January, Trustees attended the Michigan Community College Association (MCCA) Legislative Summit and in February Trustees traveled to Washington D.C. to participate in the National Legislative Summit (NLS). Both events are important advocacy opportunities for supporting, not just Jackson College, but community colleges nationwide. Additionally, Trustees have participated in convention sessions offering expertise to their peers. During the 2016 ACCT, Leadership Congress, Trustee Dr. Mathein participated in two sessions; Guardians of a Changing College Mission and Scaling Up Student Success. All trustees also participated in a benchmarking opportunity with Gateway Technical College. Chairman Barnes will be traveling with President Phelan later this month to share the success of Pathways and determining ROI on college initiatives, at the Texas Board of Trustees Institute. Trustees continue to volunteer their time on various panels on campus to extend support and share expertise.

Lee Hampton has been recognized recently in his leadership role nationally for working to create an assessment tool for understanding the individual needs of African-American students with regard to success. Lee was honored earlier this month in Las Vegas by the Qualtrics organization.

Faculty Achievements

Professor Diana Agy was named the Maher Endowed Chair for Regional History. Diana has guided students through history projects in Jackson, Lenawee and Hillsdale counties with support from the Jackson College Foundation. In December 2016, the Foundation announced the creation of the Jackson College Center for Regional History at the W.J. Maher Campus. This support from Donor Peggy Maher will continue supporting the leadership of Diana who with students have captured important history and brought this to life. One item Professor Agy found in the archive room was the Jackson Junior College song from 1939 which Instructor Dan Bickle took and created as the Jackson College Fight Song.

Amelia Leighton-Gamel has received attention for her passionate work connecting to today's college students who are first in their families in college. Her focus is on how to engage with this increasing student group to help them find success in college. She has presented for fellow faculty and educational events across the area. She was

selected to present at the Achieving the Dream conference in February. She is also a published author with a book due out this year on retaining first generation students.

Student Leadership

Student leaders continue to shine across campus in many capacities as well. Student organizations are tackling difficult realities they face in today's world showing the bravery attribute of leaders. The Christian Student Club held a Substance Abuse Night featuring Jackson County Prosecuting attorney Jerry Jarzynka as well as students who are currently in recovery. Students met with the support of faculty and staff to organize Jet Pride, the Jackson College Lesbian, Gay, Bisexual, Transgendered and Ally Group in October. The group is tackling issues including LGBT and suicide prevention.

Institutional Performance Improvement Planning

Development plans for continuing leadership growth at Jackson College are in place at all levels of the institution and include:

Staff Development

Development opportunity is offered in many different capacities at the College for staff. This includes sessions with varying topics. For instance, in October Jennifer Dobbs and Marcie Clone shared their expertise on Information Security with their colleagues. Staff along with all employees were invited to participate in a Cross Cultural Business Communication classroom training and professional development opportunity to better understand how to communicate across cultures and overcome communication barriers.

Faculty Development

Faculty brown bag lunches have been held to cover hot topics. Amelia Gamel presented on how to handle student behavior and explored how to handle behaviors such as wandering in late and talking in class. Business Faculty Ron Betzig and Tom Steward have traveled to Indonesia to continue the expansion of international relationships and learning opportunities for our students.

We offer 3 Instructional Skills Workshops each year that 10-12 faculty participate in each time. Pathways has provided opportunity for involvement. As part of the AACC Pathways Institute, 1 to 2 faculty members have participated during each institute. During the Fall Learning Days we had Rob Johnstone on campus to speak on Pathways to the entire faculty. Also on hand was Tom Caswell, Director of Learning Engineering at Learning Objects to talk about Open Educational Resources. During winter learning days we had Troy Hicks, Professor of Technology and Teacher Education, CMU here to talk about 'Making the Most of a Textbook Zero Class.'

Dr. Kate Thirolf has worked hard to modify the process for adjunct faculty advancement, which includes incentives for additional and continuing professional development, as

well as participation in scheduled adjunct faculty meetings. Kate has also expanded communications tools with all of our adjunct faculty.

Administrator Development

Three administrators are currently participating in the Michigan Community College Association Leadership Academy. Jeremy Frew, Kate Thirolf and Sara Perkin are participating in this 9-month learning journey that includes in person workshops, action based learning projects in between sessions and a capstone graduation experience during the annual MCCA Summer Conference. We have nominated four employees to participate in the second cohort beginning later this fall.

Leadership Council

Professional development continues to be a priority for Leadership Council. Weekly, council meets on Wednesday beginning at 9:00am. As part of these weekly meetings, interviews are held with potential candidates as well as six month anniversary meetings with all employees. This individual communication has provided a direct opportunity for feedback to the council. We continue to evaluate interview methods and are now focusing on the STAR Behavioral interview method to ensure we fully evaluate candidates for fit in the College culture.

The Leadership Council has begun preparation for the 2017 CQIN Summer Institute. As part of this preparation, the group has completed two books: The Trust Edge by David Horsager and The Four Obsessions of an Extraordinary Executive by Patrick Lencioni. Following their February retreat, the team has set several goals for the Institute which include a review of performance pay systems for faculty, staff and administration to ensure objectives are met and the development of a Leadership Council evaluation instruments.

Leadership Goals for the Ensuing 12 months:

- Implement a monthly opportunity at Wickwire House for employee groups to interact informally with President Phelan and Leadership Council.
- Ensure efficacy of performance pay evaluation criteria.
- Hold quarterly Leadership Council retreats.
- Implement STAR Behavioral Interview Methods.

Administrative Council

Each month, all administrators of the College gather together to not only review organizational issues, seek input, or provide updates, but also for professional development. Particular focus of late has been on legal issues, security topics, employee evaluation, and the use of Personal Management Interviews in working with supervises. Each AC meeting includes at least one major component of professional development.

Future Goals:

1. Launch of the second Jackson College Leadership Academy;

2. Sending four college employees to the MCCA Leadership Academy;
3. Mentoring of the JPEC President by President Phelan;
4. Adding a Leadership & Communication element to the PMI & evaluation process;
5. Increase faculty funding for professional development;
6. The addition of a diversity recruiter in our Talent/HR office;
7. Professional development programming by the Lux et Veritas Task Force; and
8. Expanded professional development for our adjunct faculty.

Conclusion

Employees are the most important asset for Jackson College. Ensuring a culture that is given to the service of others, remains our focus. This focus ultimately guides our recruitment, on-boarding, training and our daily work, which is expressed in TCS2. With leadership occurring at all levels of the institution, it is vital for investment in development opportunities for all. We continue working to build trust with one another as well as celebrating our accomplishments and supporting one another through challenging times.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

- 6.1 Second Reading:
6.1.1 Governance Commitment
6.1.2 Governance Style

(**BOARD POLICY**: MONITORING: Policy Governance)

Executive Summary:

The enclosed policies are presented for the Board's second reading consideration.

All input from the Board of Trustees has been incorporated in the policies 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 these policies were proposed for consideration.

The URL's below may be helpful in referencing the existing policies.

[Governance Commitment](#)

[Governing Style](#)

Resource Impact:

None

Requested Board Action:

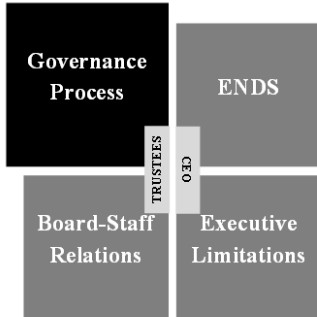
Approval of revised policy recommendations.

Action Taken:

MOTION BY TRUSTEE CRIST "to approve the Governance Commitment and Governing Style policies as presented." **MOTION PASSED UNANIMOUSLY.**



Policy Governance Domains



Board Policy	
Policy Type:	Governance Process
Policy Title:	Governance Commitment
Policy Number:	0001
Date Adopted:	11/1/1994
Version:	6.0
Review Cycle:	Annually
Date Last Reviewed:	3/14/2016
Office Responsible:	President's Office
Reviewing Committee:	Board of Trustees
Related Policies:	
Related Laws:	

Policy Statement: Governance Commitment

The Board of Trustees will govern Jackson College in accordance with the Constitution and Community College Act of the State of Michigan, and in keeping with established board policies and bylaws, as well as incorporating the practices of policy governance (a.k.a.i.e., the John Carver Model).

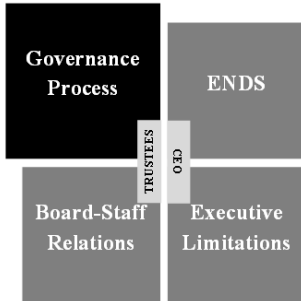
The board shall act in adherence to the following principles:

~~1. On behalf of the owners of Jackson College, the Board of Trustees will govern the College through the expressions of its policies.~~

1. The Board will always act in the best interest of the College and the communities it serves as a whole.
2. The Board is committed to the pursuit of excellence through the use of continuous quality improvement practices.
3. Educational programs, operations and other services of the College shall be of high quality and available to all people of the service area.
4. The Board shall demonstrate uncompromised professionalism and ethics in the course of its work as a board and as individual trustees.



Policy Governance Domains



Board Policy	
Policy Type:	Governance Process
Policy Title:	Governing Style
Policy Number:	0002
Date Adopted:	11/1/1994
Version:	6.0
Review Cycle:	Annually
Date Last Reviewed:	3/14/2016
Office Responsible:	President's Office
Reviewing Committee:	Board of Trustees
Related Policies:	
Related Laws:	

Policy Statement: Governing Style

The Board will govern with a style that focuses more on outward vision than internal preoccupation. ~~H~~The Board will encourage the diversity of viewpoints and provide strategic leadership, rather than becoming preoccupied with administrative detail. The board will ensure a clear distinction between Board and Presidential roles; seek collective rather than individual decisions; focus on the future rather than past or present; and govern proactively rather than reactively.

In keeping with these aforementioned principles, the board will:

1. Execute the powers designated by the Federal Government, as well as Michigan statutes.
⊖
- ~~1~~.2. Operate in all ways mindful of its trusteeship and obligation to the public. It will allow no officer, individual, trustee, or committee of the board to prevent the fulfillment of this commitment.
- ~~2~~.3. Enforce upon itself whatever discipline is needed to govern with excellence. Continual development will include orientation of new trustee members with the board's governance process, periodic board discussion of process improvement, regular policy review, board self-evaluation, review of related literature, and conference attendance. Discipline measures will apply in the absence of attendance, continued development, policy-making principles, respect of roles, speaking with one voice, and ensuring the continuity of governance capability.
- ~~3~~.4. Collaborate and share all information among all Board members. On matters of substance related to their governance role, no one trustee should be in possession of information of which the other members of the Board are not in possession.
- ~~4~~.5. Direct, control and inspire the organization through the careful establishment of the broadest organizational policies reflecting the board's values and perspectives. The board's major focus will be on the intended long-term impacts outside the operating

organization (i.e., ENDS), not on the administrative or programmatic means of attaining those effects (i.e., MEANS).

~~5.6.~~ Cultivate a sense of group responsibility. The ~~B~~board, not the ~~P~~resident, will be responsible for excellence in governing. The ~~B~~board will be an initiator of policy, not merely a reactor to the ~~P~~resident's initiatives. The ~~B~~board will use the expertise of individual ~~T~~rustees to enhance the work of the ~~B~~board as a body, rather than to substitute their individual judgments for those of the ~~B~~board as a whole.

~~6.7.~~ Monitor and discuss the ~~B~~board's process and performance regularly. To this end, the ~~B~~board will conduct an annual self-evaluation, with a time-appropriate review, the results of which shall be used for the improvement of their work individually and collectively. Self-monitoring will include comparison of ~~B~~board activity and discipline to the governance process and board-president relationship policies.

~~7.8.~~ Seek appropriate input about the establishment or revision of Board ENDS policies, where appropriate, from various sources including staff, students, alumni, employers, community members and other comparable benchmarked institutions.

~~9.~~ Board decisions will be made, to the extent possible, on a consensus basis.

10. Change from ~~the~~ Policy Governance can only occur by majority vote of the entire Board.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

6.2 Consideration of Recipient of Distinguished Service Award
(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)

Executive Summary:

Annually, the Board of Trustees is asked to consider nominees for the College's annual Distinguished Service Award. You will recall that this award is the highest honor given by the College, one similar to that of the Honorary Doctorate bestowed by universities. The following names are provided by the President for deliberation at the March meeting. The criteria for nominations are quite simple and have consistently been worded as follows:

“In recognition of the care and concern for the welfare and educational advancement of the residents of this community that has been expressed, in part, through the institution now bearing the name of Jackson College, this Certificate of Distinguished Service is awarded to _____ whose name shall always be held in high esteem by the College and the Board of Trustees.”

Thus, the award is recognition for service both to the community and to the College. This award is presented at Commencement each year.

Based upon recommendations to-date, and subsequent conversation, I ask for your consideration of both Karen and Bart Hawley for this year's award.

Resource Impact:

None

Requested Board Action:

Consideration of Recipient of Distinguished Service Award recipients.

Action Taken:

MOTION BY TRUSTEE HEINS “To name Bart and Karen Hawley as the 2017 recipient of the Distinguished Service Award.” **MOTION PASSED UNANIMOUSLY.**

AWARD FOR DISTINGUISHED SERVICE

June 13, 1966

Edward O. Marsh
 (Posthumous)
 John George
 Harold Steele
 Justin R. Whiting
 Norman E. Leslie
 Harvey T. Woodfield
 Jay F. Clark (D)
 George L. Greenawalt (D)
 Harold R. Leslie (D)
 Ralph D. McLeary
 Frederick A. Probert (D)
 J. Sterling Wickwire (D)

June 12, 1967

Ray W. Herrick (D)
 Lyle A. Tarrant (D)
 W. Keith McNally (D)
 Frank J. Dove (D)

June 9, 1969

James P. Graham (D)
 Bert H. Walker (D)
 Florence Jack Price (D)
 Dr. William N. Atkinson (D)
 Leona Atkinson (D)

May 10, 1971

Alphonse H. Aymond (D)
 Leo J. Brannick (D)
 J. Ward Preston (D)
 Wilferd P. Rayner (D)
 Harry G. Ziegler (D)

May 8, 1972

James N. Folks
 Theron B. (Rollo) Sims (D)
 William J. Jefferson

March 12, 1973

Elwin T. Ruffner
 Louis H. Leggett (D)
 Kae Marcoux
 Rep. Hal Ziegler (D)

1974

None

April 30, 1975

Yulah Barnes
 Charles O. Conrad
 William J. Ogden
 Louise Riggs

April 28, 1976

Anthony P. Hurst
 Dr. William M. Lannik (D)
 Arthur T. Dolan (D)

April 29, 1977

Ruth M. Day (D)
 Betty L. Giguere/Desbiens
 Harold Rosier (D)
 Waunetta Rosier (D)

November 23, 1977

Al Cotton (D)

April 27, 1978

Robert E. Snyder (D)
 E. Dean Edwards
 Richard Cowley

May 2, 1979

J. C. Drake
 Marvin Raguse (D)
 Hugh D. Federer (D)
 Edwin C. Hetherwick (D)

April 30, 1980

John V. Kopplin (D)
 Richard C. Deming (D)

1981

Harold Sheffer (D)

1982

None

1983

Maxwell E. Brail (D)
 Richard Firestone

Donald P. Troyer	(D)	Frank Meyers	(D)
<u>1984</u>		<u>1994</u>	
Terry McLaughlin	(D)	Betsy W. Dolan	(D)
<u>1985</u>		<u>1996</u>	
John Selby		Dr. Roderick D. Riggs	(D)
Walter Berlet	(D)	<u>1997</u>	
Myrna Berlet		Mark K. Rosenfeld	
<u>1986</u>		<u>1998</u>	
Anthony Consolino	(D)	Lawrence L. Bullen	
Rep. Michael Griffin		George Raven	(D)
<u>1987</u>		Barbara Raven	(D)
Rep. Phil Hoffman		<u>1999</u>	
<u>1988</u>		Michael Baughman	
M. P. (Pat) Patten		Victor Cuiss	(D)
<u>1989</u>		<u>2000</u>	
Betsy W. Dolan	(D)	Clyde E. LeTarte	
John Dabbert		<u>2001</u>	
<u>1990</u>		None	
William Maher	(D)	<u>2002</u>	
<u>1991</u>		Rick Davies	
Lois Franklin	(D)	<u>2003</u>	
Myer Franklin	(D)	Bill Sigmand	(D)
Howard Patch		Jerry Kratz	(Posthumously)
<u>1992</u>		Fred Slete	
Bernard H. Levy		<u>2004</u>	
<u>1993</u>		Georgia Fojtasek	
<u>1995</u>		<u>2005</u>	
Robert L. Johnson		John Crist	
Jacqueline Dulworth (Posthumous)		<u>2006</u>	
		Dale Smith	(D)

2007

George Potter

2008

R. Dale Moretz

Charles E. Anderson

2009

Dennis DaPra

Tony Dungy

Dr. Harish Rawal

2010

Representative Mike Simpson (Posthumously)

2011

Henry C. Zavislak

2012

Senator Mike Nofs

2013

Representative John Walsh

2014

Karen Dunigan (Posthumously)

2015

Reverend Frank Hampton

2016

Christine Medlar

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

- 7.1 First Reading
 - 7.1.1 Board Job Description
 - 7.1.2 Chairperson's Role

(**BOARD POLICY**: MONITORING: Policy Governance)

Enclosed are policies presented for your initial, first reading consideration. Where possible, I have conducted a benchmarking review of peer institutions that utilize policy governance, and noted recommendations for change.

Proposed changes are indicated in **color**. The following URL's may be helpful to you in referencing existing board policies.

[Board Job Description](#)

[Chairperson's Role](#)

Resource Impact:

None

Requested Board Action:

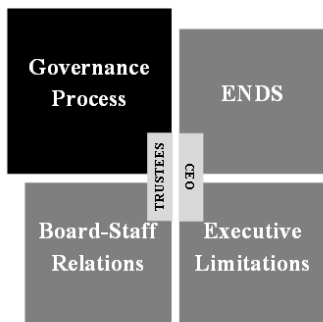
Consideration of advancing the policies to the second reading.

Action Taken:

Policies moved to second reading status.



Policy Governance Domains



Board Policy	
Policy Type:	Governance Process
Policy Title:	Board Job Description
Policy Number:	003
Date Adopted:	11/1/1994
Version:	6
Review Cycle:	Annually
Date Last Reviewed:	4/18/2016
Office Responsible:	President
Reviewing Committee:	Board of Trustees
Related Policies:	Chairperson's Role
Related Laws:	

Policy Statement: Board Job Description

The role of the board is to represent its constituencies in requiring and evaluating appropriate organizational performance. To distinguish the board's unique role from the responsibilities of the president, the board will concentrate its efforts on the following responsibilities:

1. Serve as the link between the College and the public, obtaining input in the following
 - 2.1. ways:
 - a. Meeting with individuals and organized or informal community groups (e.g., civic groups, churches, focus groups);
 - b. Observing and meeting with other public boards;
 - c. Hosting opportunities which afford the public the opportunity to learn about the college; and
 - d. During open session of board meetings with an agenda provision for community input.
 - 3.2. Enact written governing policies which, at the broadest levels, address:
 - a. ENDS: College services, benefits, impacts, recipients, outcomes and their relative worth (i.e., what good, for which needs, at what cost). ENDS include college mission, vision, values, beliefs, goals and priorities;
 - b. EXECUTIVE LIMITATIONS: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place;
 - c. GOVERNANCE PROCESS: Specification of how the board conceives,

carries out, and monitors its own tasks; and

- d. BOARD-PRESIDENT RELATIONSHIP: How authority is delegated and how its proper use is monitored, as well as the accountability of the executive.

~~4.3.~~ Monitor institutional performance and the president's performance in relation to established board policies on ENDS and executive limitations.

~~5.4.~~ Promote a positive image for the College.

~~6.5.~~ Serve as an advocate for the institution to federal, state, and local governing bodies and other public and private entities that may assist in furthering the mission of the College.

~~7.6.~~ Secure an external assessment of the College's internal control structure and procedures for financial reporting. At the minimum, this assessment should be reviewed annually. The board can also, at its prerogative, require additional areas for review.

~~8.7.~~ No member of the Board may receive any compensation for services rendered; however Trustees may be reimbursed for expenses authorized by the Board.

~~9.8.~~ Appointment of any legal counsel shall be made by the Board.

~~10.9.~~ An annual audit of all financial records of the College is required by law (Section 143.3 PA 331 of 1966). The Board shall appoint a competent auditor to conduct such an audit.

10. The Board may, from time to time, appoint ad-hoc committees that are advisory in nature, which shall only make recommendations to the Board. All decisions, actions, dispositions upon any motion, proposal, recommendation, resolution, order or other measure shall require a vote by the Board at its Regular or Special meeting. Committee members shall consist of three or fewer Trustees appointed by the Chairperson subject to approval by the full Board.

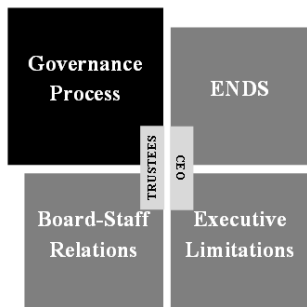
11. The board shall authorize names for college buildings and facilities.

12. It is the responsibility of the board to employ the president.

~~11.13.~~



Policy Governance Domains



Board Policy	
Policy Type:	Governance Process
Policy Title:	Chairperson’s Role
Policy Number:	004
Date Adopted:	11/1/1994
Version:	6
Review Cycle:	Annually
Date Last Reviewed:	4/18/2016
Office Responsible:	President
Reviewing Committee:	Board of Trustees
Related Policies:	Board Job Description
Related Laws:	

Policy Statement: Chairperson’s Role

The responsibilities of the Chairperson are, primarily, the integrity of the Board's process and secondarily, occasional representation of the board. The Chairperson is the only Board member authorized to speak on behalf of the Board (beyond simply reporting Board decisions), other than in rare and specifically Board-authorized instances.

The Chairperson shall abide by the following guidelines:

1. The Chairperson shall ensure the Board’s and individual Board members’ actions are consistent with the Board's own rules and policies and those legitimately imposed upon the Board from outside the College.
 - A. The Chairperson is empowered to plan and chair Board meetings with all the commonly accepted authority of that position (e.g., ruling, recognizing, and committee appointments).
 - B. The Chairperson shall preside at Board meetings in an efficient and effective manner and shall set the general tone for each meeting through positive leadership.
 - C. Discussion at the Board meetings will concern those issues and decisions, which according to Board policy, belong to the Board, not the President.
 - D. Deliberation will be fair, open, and thorough, but also efficient, timely, orderly and to the point.
 - E. The Chairperson will attempt to develop a consensus by the Board members on Board decisions. The Chairperson will stimulate discussion among the Board members.
2. The authority of the Chairperson includes making decisions that fall within the topics

covered by board policies on governance process and Board-President relationship, except where the board specifically delegates portions of this authority to other trustees. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.

3. The Chairperson has no individual authority to make decisions about policies created by the board within ENDS and executive limitations policy areas.
4. The Chairperson has no individual authority to supervise or direct the President.
5. The Chairperson shall ensure that the other board members are informed of current and pending board issues and processes.
6. The Chairperson shall appoint members of committees established by the board.
7. The Chairperson is responsible for Board discipline as it relates to Board policy.

The Chairperson and the President will meet on a regular basis to enhance communication and to facilitate the inner workings of the Board of Trustees.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 13, 2017

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:
<p>7.2 President's Report</p> <p>(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</p>
<p>I will provide an update of significant College initiatives, legislative matters, and a review of upcoming events.</p> <p>I will present to present the report, provide updates, as well as address any specific Board questions.</p> <p style="margin-left: 40px;">7.2.1 Legislative 7.2.2 Upcoming Events 7.2.3 Other</p>
Resource Impact:
None
Requested Board Action:
None
Action Taken:
None



<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: March 13, 2017</p>

TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:
7.2 President's Report (<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)
I will provide an update of significant College initiatives, legislative matters, and a review of upcoming events. I will present to present the report, provide updates, as well as address any specific Board questions. 7.2.1 Legislative 7.2.2 Upcoming Events 7.2.3 Other
Resource Impact:
None
Requested Board Action:
None
Action Taken:

Board Participation Sign Up Sheet



Please review the following list of JC & Community Events where your participation is encouraged.

March							April						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4							1
5	6	7	8	9	10	11	2	3	4	5	6	7	8
12	13	14	15	16	17	18	9	10	11	12	13	14	15
19	20	21	22	23	24	25	16	17	18	19	20	21	22
26	27	28	29	30	31		23	24	25	26	27	28	29
							30						

EVENT	TRUSTEES SIGNED UP
<p>Community Concert Band Performance Sunday, March 26, 2017 7pm Music Hall</p>	
<ul style="list-style-type: none"> ▪ Jackson College Easter Egg Hunt Saturday, April 15, 2017 10am Central Campus 	
<ul style="list-style-type: none"> ▪ Henry Ford Allegiance Health's 81st Pink Ball Saturday, April 22, 2017 6pm – 10pm Country Club of Jackson 	Trustee Lake and Dr. Lake Trustee Heins and Judy Heins
<ul style="list-style-type: none"> ▪ Dr. Ethelene Jones Crockett Distinguished Alumni Dinner Wednesday, April 26, 2017 6pm Potter Center's Snyder Dining Commons 	
<ul style="list-style-type: none"> ▪ All College Celebration Friday, April 28, 2017 5pm Potter Center's Snyder Dining Commons 	