

**Jackson College  
Board of Trustees Meeting  
Regular Meeting - Monday, March 8, 2021  
6:30PM**



**AGENDA**

- 1.0 Call to Order & Pledge of Allegiance**
- 2.0 Trustee Declarations per Act No. 228, Public Acts of 2020 (SB 1108)**
- 3.0 Adoption of Minutes**
  - 3.1 Regular Board Meeting, Dated 2.1.21
- 4.0 Declaration of Conflict of Interest**
- 5.0 Ownership Linkage**
  - 5.1 Public Comments (limit of 5 minutes per person)
  - 5.2 Board Comments
- 6.0 Monitoring Board Performance**
  - 6.1 GP – 01 Governing Style
- 7.0 Items for Decision**
  - 7.1 Governance Process
    - 7.1.1 Policy Review: GP – 01 Governing Style
    - 7.1.2 By-Laws Revision
    - 7.1.3 Policy Review: GP - 14 Handling Operational Complaints
    - 7.1.4 Spring Planning Session Agenda
  - 7.2 Executive Limitations
    - 7.2.1 Elimination of Policy: EL - 11 Ends Focus of Grants or Contracts
    - 7.2.2 Proposed Policy Revisions: EL – 13 Entrepreneurial Activity
    - 7.2.3 Distinguished Service Award Recipient
    - 7.2.4 Crockett Award Recipient
    - 7.2.5 Consideration of Property Sale
- 8.0 Monitoring CEO Performance**
  - 8.1 EL – 13 Entrepreneurial Activity
- 9.0 Information Requested by the Board**
- 10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting**
  - 10.1 Principles of Policy Governance
- 11.0 Meeting Content Review**
- 12.0 Adjourn**

<http://www.legislature.mi.gov/documents/2019-2020/publicact/pdf/2020-PA-0228.pdf>



## **REGULAR MEETING OF THE BOARD OF TRUSTEES** Jackson College

Virtual/Electronic Meeting – Via Zoom Video Communications

February 1, 2021

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The regular meeting of the Board of Trustees of Jackson College was held on Monday, February 1, 2021 electronically on the Zoom video conferencing platform.

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

*Others Present:* Dr. Daniel J. Phelan, Sara Perkin, Darrell Norris, Jason Valente, Jeremy Frew, Jim Jones, Steve Tuckey, Alana Tuckey, Kelly Chambers, Michael Masters, Randy Bentley and Dotty Karkheck.

Chairman Sam Barnes called the meeting to order at 6:30pm Eastern Standard Time.

### **TRUSTEE DECLARATIONS PER MICHIGAN PUBLIC ACT NO 228 PA OF 2020**

All Trustees declared that they are attending remotely for a purpose other than military duty.

- Chairman Barnes declared he is attending virtually, not because of military duty and he was at his residence in the City of Jackson Michigan.
- Trustee Crist declared he is attending virtually, not because of military duty, and he was in Summit Township, Jackson County in Michigan.
- Trustee Lake declared she is attending virtually, not because of military duty, and she was at her residence in Jackson Michigan.
- Trustee Mathein declared he is attending virtually, not because of military duty, and he was at his residence in Summit Township, Michigan.
- Trustee Hoffman declared he is attending virtually, not because of military duty, and he was at his residence in Liberty Township in Jackson County Michigan.
- Trustee Heins declared he is attending virtually, not because of military duty, and he was at his residence in Summit Township in Jackson County, Michigan.
- Trustee Patterson declared she was attending virtually, not because of military duty, and she is at her residence in the City of Jackson Michigan.

### **ADOPTION OF MINUTES**

The minutes of the regular Board meeting of January 11, 2021 were reviewed by the Board. A minor change was brought forward by Trustee Mathein. The modified minutes were moved into the record by Chairman Barnes, on behalf of the Trustees.

### **DECLARATION OF CONFLICT OF INTEREST**

There were no conflicts of interest expressed by Trustees.

### **BOARD COMMENTS**

Trustees Hoffman, Crist, Lake, Mathein and Patterson all shared they are in process of getting their second COVID-19 vaccinations. Trustee Hoffman noted that he is looking forward to gathering in person in the near future.

### **GOVERNANCE PROCESS**

#### *By-Laws Revision*

Discussion focused on the proposed edits to the Bylaws, with some suggestions offered by members. It was agreed the Bylaws will be carried over for a second reading.

#### *Spring Planning Session Date*

Following a query of the Board, the proposed date for the Spring Planning Session is April 22, 2021.

**MOTION BY TRUSTEE LAKE** "To approve April 22, 2021 as the Board's 2021 Spring Planning Session date." **ROLL CALL VOTE: TRUSTEES CRIST, HEINS, MATHEIN, LAKE, PATTERSON, HOFFMAN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

#### *Policy Review GP-14 Handling Operational Complaints*

Following discussion of the policy, changes were recommended. This policy will be brought back for a second reading with these changes incorporated.

### **EXECUTIVE LIMITATIONS**

#### *JPEC Governor Term Renewals*

President Phelan shared that, as the official authorizer of JPEC, Trustees must consider the term re-appointments for JPEC Governors Dr. David Halsey, Steven Hogwood and Josnelly Aponte.

**MOTION BY TRUSTEE PATTERSON** "To approve the re-appointment of Dr. David Halsey, Steven Hogwood and Josnelly Aponte to the JPEC Board Governors." **ROLL CALL VOTE: TRUSTEES LAKE, PATTERSON, MATHEIN, HOFFMAN, HEINS, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

#### *Consideration of Property Sale*

President Phelan shared that a property appraisal was completed for the College's Hangar at the airport. The bids received were much lower than the appraised value, so he asked members to consider rejecting the bids. The property would be leased

temporarily and then the sale revisited at a later time. He also noted that the County has requested the removal of the tank on the property prior to any lease or sale.

**MOTION BY TRUSTEE LAKE** “To reject the bids received for the sale of the Hangar and approve the removal of the tank for the purpose of leasing.” **ROLL CALL VOTE: TRUSTEES MATHIEN, PATTERSON, LAKE, HOFFMAN, HEINS, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

#### *Presenters for Commencement*

President Phelan shared that he is planning to hold two commencement ceremonies in early fall for FY '20 and FY '21 graduates. As the event is planned for out-of-doors, due to COVID, rain dates are planned for the following Sunday and the following week. He asked for Trustee volunteers to assist with the formal ceremonies. Trustee Patterson volunteered to be one of the presenters at the fall commencement ceremonies and Dr. Mathein volunteered to present to Evelyn Jones. Trustees Patterson and Mathein will present to the 2020 recipients and the Board will determine presenters for 2021 at a future meeting.

#### *Distinguished Service Award Recipient*

Trustee Hoffman brought forward Greg O’Conner’s name as the 2021 recipient. Trustee Mathein agreed with Trustee Hoffman’s recommendation. This item will be brought forward to the next Board meeting for final consideration.

#### *Policy Review: EL-10 Access to Education*

President Phelan shared some proposed changes to this policy following work on the monitoring report to better fit the College’s processes/practices.

**MOTION BY TRUSTEE PATTERSON** “To approve the changes to the EL-10 Access to Education policy.” **ROLL CALL VOTE: TRUSTEES MATHEIN, HOFFMAN, LAKE, PATTERSON, HEINS, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### **MONITORING CEO PERFORMANCE**

#### *EL-10 Access to Education*

President Phelan presented highlights from the EL-09 Organization Culture monitoring report.

**MOTION BY TRUSTEE CRIST** “That the Board agrees with Presidents interpretation as noted herein and that the President is in full compliance with EL-10 Access to Education.” **ROLL CALL VOTE: TRUSTEES CRIST, HEINS, MATHEIN, PATTERSON, LAKE, HOFFMAN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### **MONITORING BOARD PERFORMANCE**

#### *Board Self-Monitoring Worksheet of GP-14 Handling Operational Complaints*

The Board discussed the self-monitoring worksheet they completed for GP-14 Handling Operational Complaints.

**INFORMATION REQUESTED BY THE BOARD**

Senior Vice President Cindy Allen shared updates on the work of the Reintegration Task Force (RTF) and addressed questions from the Board.

**SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING**

There were no comments or discussion.

**MEETING CONTENT REVIEW**

Trustee Mathein shared he felt that the content was very thorough and that the Board progressed well through the agenda.

**ADJOURN**

**MOTION BY TRUSTEE HOFFMAN** "To adjourn." **ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Meeting adjourned at 8:00PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, February 1, 2021 were approved at the regular meeting of the Board held on March 8, 2021.



Secretary



Chairman

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

- 5.0 Ownership Linkage
  - 5.1 Public Comments (limit of 5 minutes per person)
  - 5.2 Board Comments

**Description:**

This item is placed on the agenda for members of the community to provide comments to the Board of Trustees. This is the only open-forum during each regularly scheduled board meeting. Comments are limited to five (5) minutes unless a significant number of people plan to speak, in which case, the Board Chair may limit a person's comments to less than five (5) minutes.

When addressing the Board, speakers are required to be respectful and civil. All individual, personnel, or student matters should be directed to the appropriate College department, rather than bringing them to the Board, as these are operational items versus policy matters. As a standard practice, the Board does not respond, in this setting, when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees.

Board Members have the opportunity to share any appropriate comments during this timeframe.

**Resource Impact:**

None

**Requested Board Action:**

None

**Action Taken:**

None

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

6.1 Monitoring Board Performance of GP- 01 Governing Style

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation survey of Governance Process and Board CEO Delegation policies at the time they are reviewed.

The intention of this effort is to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion should consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the boards discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

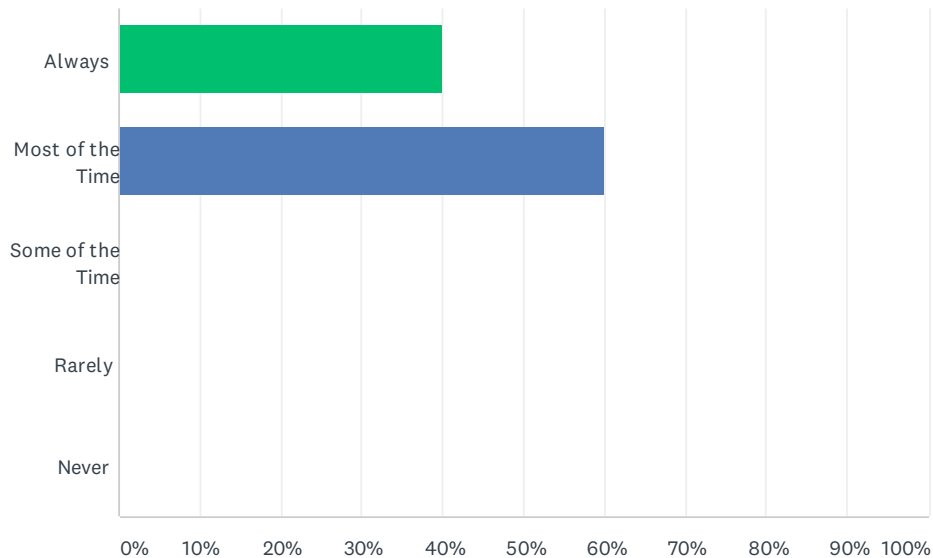
None



## JC Board Self Monitoring Worksheet: GP - 01 Governing Style

**Q1 POLICY STATEMENT:** The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

Answered: 5 Skipped: 0



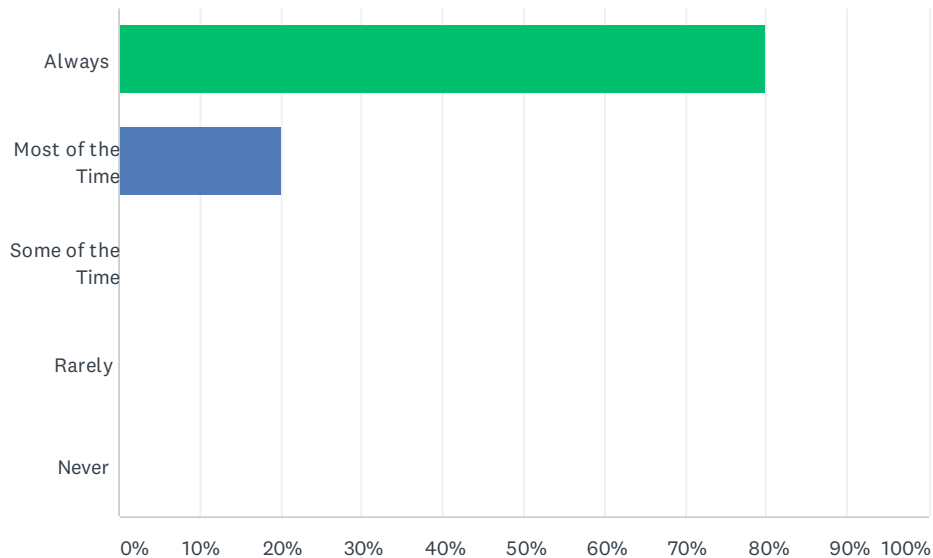
ANSWER CHOICES		RESPONSES	
Always		40.00%	2
Most of the Time		60.00%	3
Some of the Time		0.00%	0
Rarely		0.00%	0
Never		0.00%	0
TOTAL			5

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
	There are no responses.	

## JC Board Self Monitoring Worksheet: GP - 01 Governing Style

Q2 1. The Board will cultivate a sense of group responsibility. The Board, not the President, will be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, Board committees and the President to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.

Answered: 5 Skipped: 0



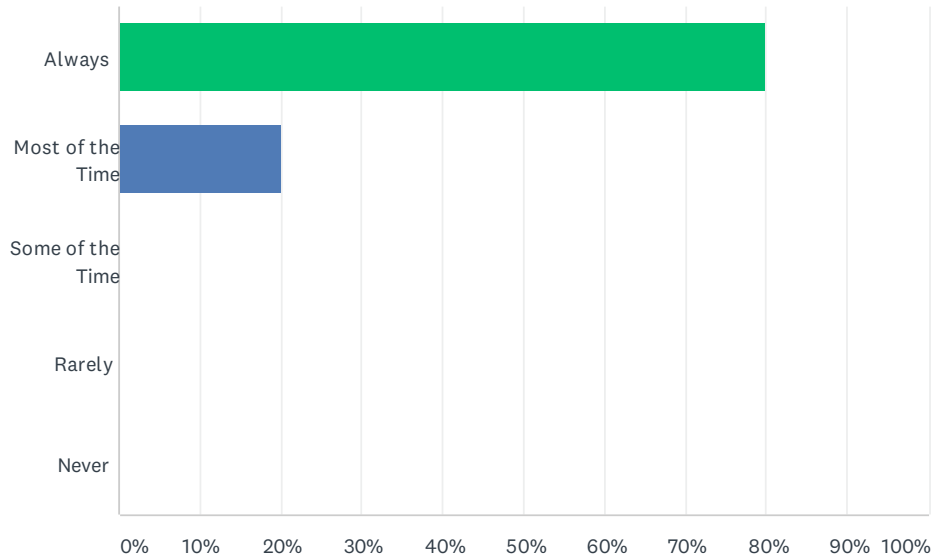
ANSWER CHOICES	RESPONSES	
Always	80.00%	4
Most of the Time	20.00%	1
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
	There are no responses.	

## JC Board Self Monitoring Worksheet: GP - 01 Governing Style

Q3 2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.

Answered: 5 Skipped: 0



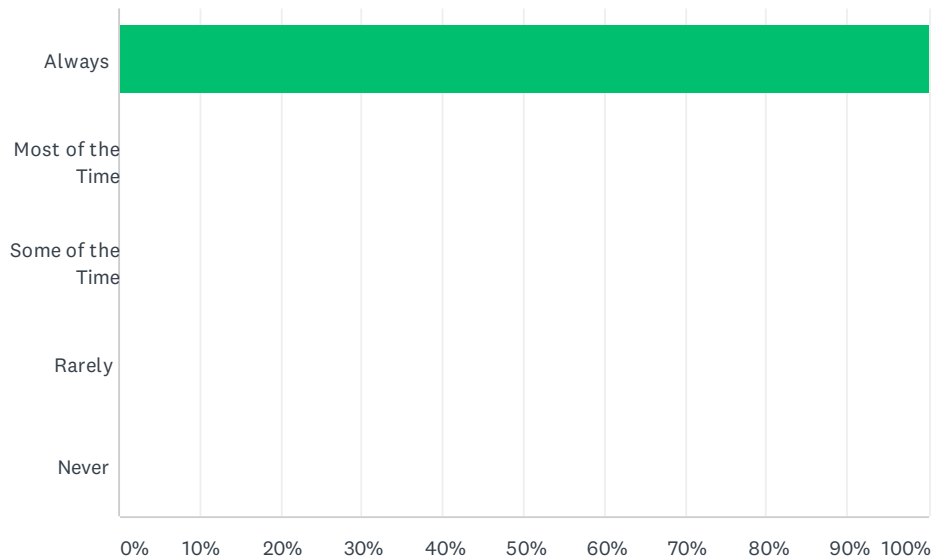
ANSWER CHOICES	RESPONSES	
Always	80.00%	4
Most of the Time	20.00%	1
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE)	DATE
1	We are in the journey towards better Policy Governance style. It will take a while to become more comfortable with putting more emphasis on the hard work of preparing for the future in lieu of the time spent reviewing the How. The How being the means of attaining the results we want to see. Although I do like hearing the story that the President and his team give us as updates to how they plan on achieving the results, I admit there is a balance between spending time on ideating the future and spending time on focusing to understand the means and tactics being used to achieve those results. I like the balance we have and I see it shifting ever more towards time spent on ideation of the future state.	3/5/2021 10:04 AM

## JC Board Self Monitoring Worksheet: GP - 01 Governing Style

Q4 3. The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.

Answered: 5 Skipped: 0



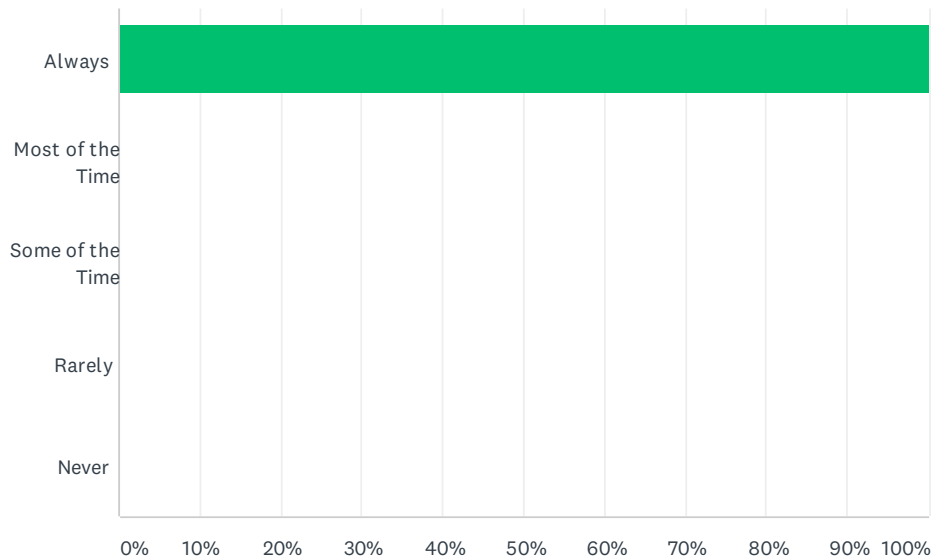
ANSWER CHOICES	RESPONSES	
Always	100.00%	5
Most of the Time	0.00%	0
Some of the Time	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
	There are no responses.	

## JC Board Self Monitoring Worksheet: GP - 01 Governing Style

## Q5 4. The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.

Answered: 5   Skipped: 0



ANSWER CHOICES	RESPONSES
Always	100.00% 5
Most of the Time	0.00% 0
Some of the Time	0.00% 0
Rarely	0.00% 0
Never	0.00% 0
<b>TOTAL</b>	<b>5</b>

#	PROVIDE SPECIFIC REPRESENTATIVE EXAMPLES TO SUPPORT YOUR RESPONSE WHEN APPLICABLE	DATE
1	I like the discussion we had on the Linkage committee and is evidence that the Board is governing and upholding this paragraphed numbered 4.	3/5/2021 10:04 AM

JC Board Self Monitoring Worksheet: GP - 01 Governing Style

## Q6 Board Member Name

Answered: 5   Skipped: 0

#	RESPONSES	DATE
1	Matt Heins	3/6/2021 2:36 PM
2	John M Crist	3/5/2021 3:25 PM
3	Sam Barnes	3/5/2021 10:04 AM
4	Donna Lake	3/4/2021 10:14 AM
5	Phil	3/4/2021 9:36 AM

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.1.1 Policy Review GP- 01 Governing Style

**Description:**

Enclosed for its regularly scheduled review is policy GP - 01 Governing Style. Any recommended changes from members will be received at this time.

**Resource Impact:**

None

**Requested Board Action:**

Approval of policy GP - 01 Governing Style.

**Action Taken:**

**MOTION BY TRUSTEE HOFFMAN** "To approve policy GP-01 Governing Style as presented." **ROLL CALL VOTE: TRUSTEES MATHEIN, LAKE, HOFFMAN, PATTERSON, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



<b>Governance Process</b>	<b>Ends</b>
<b>Board- President Delegation</b>	<b>Executive Limitations</b>

## BOARD OF TRUSTEES POLICY

**Policy Type:** Governance Process

**Policy Title:** Governing Style

**Policy Number:** GP - 01

**Date Adopted:** 06/08/20

**Version:** 1.0

**Date Last Reviewed:** 06/08/20

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the President, will be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, Board committees and the President to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.
4. The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.



<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.1.2 By-Laws Revision

**Description:**

Enclosed for your consideration are proposed changes to the Board's existing By-Laws discussed at last month's Board meeting.

**Resource Impact:**

None

**Requested Board Action:**

Consideration and approval of the revised By-Laws.

**Action Taken:**

**MOTION BY TRUSTEE CRIST** "To approve the Bylaws as presented." **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, MATHEIN, LAKE, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



## **Bylaws Board of Trustees Jackson College**

### **Summary:**

Bylaws are essential for effective operation of the Jackson College Board of Trustees. Generally, these 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. These Bylaws also define how its meetings are conducted, ~~and~~ how often meetings are held, and how new bylaws are promulgated. Finally, these Board's bylaws constitute legal guidelines for the work of the Board and are focused only on the highest level of governance issues.

### **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.
3. 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. 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.

4. Meetings:

All meeting locations are properly noticed in accord with the prescription of law. ~~With the exception of February~~ Unless otherwise noted, 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 ~~B~~board ~~M~~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:

~~The R~~regular meetings of the ~~B~~board of ~~T~~trustees ~~shall are encouraged to~~ be held according to the following schedule and location, with specific at ~~the following locations, for the and -months, days, and times~~ noted:

Jackson College, Central Campus  
2111 Emmons Road  
Jackson, MI 49201  
Potter Center board room

January, February, March,  
May, June, September,  
October

Jackson College @LISD Tech Campus April  
1376 North Main Street  
Adrian, MI 49221

Jackson College, LeTarte Campus  
3120 West Carleton Road  
Hillsdale, MI 49242

August

Jackson College, Maher Campus  
3000 Blake Road  
Jackson, MI 49201

November

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 Board Chairman.

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.

**However, should Federal, State, or local emergency situations arise that result in a legal order that precludes in-person attendance, those orders shall take precedence over this policy section, until those orders are rescinded.**

If this is not possible because of extenuating circumstances, board meetings, and/or individual trustee participation by conference call or ~~other electronic video conferencing, communication~~ shall be permitted under the following circumstances:

- i. A quorum of the Board ~~shall must~~ be physically present be present at the meeting location;
- ii. Electronic participation must be approved by the majority of the Board, or at the direction of legal authorities;
- ~~iii. Where a board member (or members) is unable to attend a meeting due to circumstances beyond his or her control;~~
- ~~iv. —~~
- ~~v. iii.~~ In such circumstances, tTelephone and/or video conference call participation or participation by other electronic means must be conducted by in such a manner that minimally provides for all Trustees, and members of the public, using two way speaker phones or other electronic devices that allow all other board members and the public to be heard, and to hear each member's all of the caller's comments and votes; and
- v. All votes during a telephone and/or video conference methods call, meeting or through the utilization of other electronic communication, shall be taken by roll call. The board member must be verbally identified themselves verbally prior to casting their vote over the phone speaker system before each roll call vote; and,

d. Video Conference Meeting Protocols

On those occasions wherein the Jackson Board of Trustees must meet on a videoconferencing platform, the following protocols shall be followed to ensure meeting efficiency in a non-standard format, as well as to address technical, operational, and even legal elements, associated with virtual communications for public bodies:

- Trustees should log onto virtual board meetings at least 10 minutes prior to the beginning of the Board meeting to ensure that all technology issues are resolved, prior to the meeting commencement;
- When not recognized by the Board Chair and speaking, members should remain audio-muted;
- All members should keep their video camera system on whenever possible;
- Trustees must not engage in using the system's chat feature, as this has potential for violation of open meetings provisions of State law;
- Members should raise their physical hand, holding it close to the camera, in order to be recognized by the Chairman, when wishing to speak;
- Members should only step away from the videoconferencing meeting when absolutely necessary. When doing so, members should announce to the Board Chair that they are stepping away momentarily;
- Members should have their first and last name showing at the base of their video image on the screen;
- Meetings will advance so long as a quorum of the Board is present, even if one member is having difficulty signing on. A member can alternatively dial in, via phone, if they are not able to connect using videoconferencing technology;
- Trustees should avoid multi-tasking during meetings and have their attention on the meeting;
- If the need arises, members can request of the Board Chair, to engage the screen sharing capabilities on their device, and/or ask the Chief of Staff to share materials;
- Members should be mindful of their background (physical or digital) so as to ensure that there is no inappropriate content present; and

At the direction of the Board Chair, the Chief of Staff, will remove anyone who is disruptive to the Board's meeting.

~~vi. Board members may not participate remotely in closed sessions.~~

ed. Place of Meetings:

All Board meetings will be held within the College service area of Jackson, Lenawee and Hillsdale counties.

fe. 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.

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

5. Electronic Communications:

~~Formal Board meetings of the Board notwithstanding, N~~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, except as noted in 6.c. above.~~

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.

6. Committees of the Board:

a. Standing Committee;

The Board of Trustees shall have a standing Audit Committee. The Audit Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.

b. The Board of Trustees shall have a standing Ownership-Linkage Committee. The Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.

c. 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.

7. Minutes of Proceedings:

- a. Minutes of the proceedings of the previous meeting shall be prepared by 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.

8. 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.

9. Quorum:

The physical and/or electronic conferencing 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.

10. 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.

11. 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.

12. Order of Business:

The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

1. Call to Order & Pledge of Allegiance
2. Synchronous Board Meeting Protocols (as required)
3. Adoption of Minutes
4. Declaration of Conflict of Interest
5. Ownership Linkage
6. Board Education



7. Items for Decision

7.1 ENDS Items

7.2 Governance Process Items

7.3 Executive Limitations Items

7.4 Board-CEO Delegation Items

8. Required Approvals

9. Monitoring CEO Performance

10. Monitoring Board Performance

11. Information Requested by the Board

12. Self-Evaluation of Governance Process & Board Performance at this meeting

13. Meeting Content Review

14. Adjourn

1.0 Call to Order & Pledge of Allegiance

Synchronous Board Meeting Protocols

Adoption of Minutes

2.0 Declaration of Conflict of Interest

2.0 Ownership Linkage

2.0 Board Education

2.0 Items for Decision

2.0 ENDS Items for Decision

2.0 Governance Process Items for Decision

2.0 Executive Limitations Items for Decision

2.0 Board Management Delegation Items for Decision

118.0 Required Approvals Agenda

129.0 Monitoring CEO Performance

10.0 Monitoring Board Performance

113.0 Information Requested by the Board

12.0 Self-Evaluation of Governance Process & Board Performance at this meeting

143.0 Meeting Content Review

154.0 Adjourn

13. Amendments:

These by-laws may be amended at a meeting of the Board by a majority of the members of the board.

14. 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.

15. Owner/Stakeholder Participation:

The Board of Trustees shall solicit the advice and counsel of Jackson County Citizens in their ownership capacity. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholder communications to the Board of Trustees shall be addressed to the Board of Trustees. Owner/Stakeholders who wish to present any matter of concern to the College shall make a written request using the speaker request form prior to the meeting. This shall be considered under the "Ownership Linkage" section of the Board's 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

Board 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.

:

16. 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, must so declare during the board meeting, , and further, that member shall abstain from voting on those items wherein there is a conflict of interest.

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.

17. Governance Methodology:

a. The Jackson College Board of Trustees shall utilize Policy Governance (also known as the Carver Model of Governance) practices in undertaking its work as members of the board.

18. Virtual Meeting Protocols

On those occasions wherein the Jackson Board of Trustees must meet on a videoconferencing platform, the following protocols shall be followed to reduce distractions and disruptions, not normally found in the traditional Boardroom, as well as to address technical, operational, and even legal elements, associated with virtual communications for public bodies:

Trustees should log onto virtual board meetings at least 10 minutes early to ensure that all technology issues are resolved;

When not speaking, members audio should remain muted on the system;

All members should keep their video system on whenever possible;

Trustees must not engage in using the system's Chat feature, as this has potential for violation of open meetings provisions of State law;

Members should raise their physical hand, holding it to the camera, in order to gain the Chairman's attention during meetings when wishing to speak;

Members should only step away from the meeting when absolutely necessary. When doing so, members should announce to the Board Chair that they are stepping away momentarily;

Members should have their first and last name showing at the base of their video image on the screen;

Meetings will advance so long as a quorum of the Board is met even if one member is having difficulty signing on. A member can alternatively dial in, via phone, if they are not able to connect using videoconferencing technology;

Trustees should avoid multi-tasking during meetings and have their singular attention on the meeting;

If the need arises, members can request of the Board Chair to engage the screen sharing capabilities on their device, and/or ask the assistant to the Board to share materials;

Members should be aware of the physical background of their individual locations so as to ensure there is no political, or otherwise inappropriate content; and

At the direction of the Board Chair, the assistant to the Board, will remove anyone who

**19. Given a situation in which a legal order (national, state or local) has arisen, this will take precedence over the policy statements until that respective order has been lifted.**

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from President and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the President and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the President and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the President and Board	Chief of Staff
7/10/2017	8.0	Annual Review by President and Board	Chief of Staff
7/9/2018	9.0	Annual Review by President and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff

3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone Bylaws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.1.3 Policy Review GP- 14 Handling Operational Complaints

**Description:**

Following feedback from last month's Board discussion, GP - 14 Handling Operational Complaints has been placed on this month's agenda, complete with the requested changes, for your consideration.

**Resource Impact:**

None

**Requested Board Action:**

Approval of policy GP - 14 Handling Operational Complaints.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "To approve policy GP-14 Handling Operational Complaints as presented." **ROLL CALL VOTE: TRUSTEES LAKE, PATTERSON, HOFFMAN, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



Governance Process	Ends
Board-President Delegation	Executive Limitations

## BOARD OF TRUSTEES POLICY

**Policy Type:** Governance Process

**Policy Title:** Handling Operational Complaints

**Policy Number:** GP – 14

**Date Adopted:** 06/08/20

**Version:** 1.0

**Date Last Reviewed:** 06/08/20

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

To ensure that the Jackson College Board of Trustees fulfils its accountability to the Ownership, but does not interfere in matters it has delegated to the President, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.

1. The Trustee shall inquire to the President if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Trustee shall take no further action.
2. The Trustee shall not offer any evaluative comments or solutions to the individual bringing the concern.-
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee shall-may explain to the individual that the Board has delegated certain responsibilities to the President, and that the Board holds the President accountable. Indicate that the President will be asked to ensure that the matter is looked into and respond directly or through a delegate. The President will follow up with the Trustee regarding the outcome of the matter with the individual.
4. The Trustee may ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
5. The Trustee shall inform the President of the complaint, and request that it be addressed.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.1.4 Spring Planning Session Agenda

**Description:**

Enclosed for your review, discussion and consideration is a draft for the Spring Planning Session. As a reminder, this is being held on Thursday April 22, 2021. We will plan on beginning at 9:00am and ending by 12:00pm.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of the Spring Planning Session agenda.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "To approve the 2021 Spring Planning Session agenda as presented." **ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, CRIST, MATHEIN, LAKE AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



**Jackson College**  
**Board of Trustees Spring Planning Session**  
**Thursday, April 22, 2021**  
**9:00AM – 12:00PM**  
**Location TBA**



**AGENDA\***

- |         |     |   |
|---------|-----|---|
| 9:00am  | 1.0 | Call to Order   |
| 9:00am  | 2.0 | Roll Call and Trustee Declarations per Act No. 228, Public Acts of 2020 (SB 1108) |
| 9:01am  | 3.0 | Public Comments (comments limited to 5 minutes)                                   |
| 9:05am  | 4.0 | Budget Discussion   |
|         | 4.1 | FY '21 Performance  |
|         | 4.2 | Proposed FY '22 Budget Targets  |
| 10:10am | 5.0 | Reintegration Planning Update   |
| 10:50am | 6.0 | Policy Governance: Ownership Linkage with Rose Mercier                            |
| 11:40am | 7.0 | Board Items/Comments  |
| 11:55am | 8.0 | Plus/Delta  |
| 12:00pm | 9.0 | Adjourn   |

\*Breaks at the call of the Chairman

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.2.1 Elimination of Policy: EL – 11 Ends Focus of Grants or Contracts

**Description:**

Following discussion with consultant Rose Mercier, and additional consideration, I am recommending that the Board embed the core components of this policy into policy EL – 13 Entrepreneurial Activity (proposed later in this agenda) and thus, eliminate this policy to better align with the College's actual practices.

**Resource Impact:**

None

**Requested Board Action:**

Approval to eliminate policy EL – 11 Ends Focus of Grants or Contracts

**Action Taken:**

**MOTION BY TRUSTEE CRIST** "To eliminate policy EL-11 Ends Focus of Grants or Contracts." **ROLL CALL VOTE: TRUSTEES MATHEIN, LAKE, PATTERSON, HOFFMAN, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.2.2 Proposed Policy Revisions: EL – 13 Entrepreneurial Activity

**Description:**

Following work with our Policy Governance consultant, Rose Mercier, it became evident that some changes were needed to policy EL – 13 Entrepreneurial Activity to better align with actual College practice.

Consequently, enclosed you will find proposed changes that also include incorporation of language from policy EL – 11 Ends Focus of Grants or Contracts which we have proposed to eliminate.

**Resource Impact:**

None

**Requested Board Action:**

Consideration to approve changes to policy EL – 13 Entrepreneurial Activity.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "To approve policy EL-13 Entrepreneurial Activity as presented." **ROLL CALL VOTE: TRUSTEES HOFFMAN, LAKE, MATHEIN, PATTERSON, CRIST AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



Governance Process	Ends
Board-President Delegation	Executive Limitations

## BOARD OF TRUSTEES POLICY

**Policy Type:** Executive Limitations

**Policy Title:** Entrepreneurial Activity

**Policy Number:** EL-13

**Date Adopted:** 11/11/19

**Version:** 1.0

**Date Last Reviewed:** 11/11/19

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

When engaging in entrepreneurial activities ~~easy to generate income~~, the President shall not engage in such activities ~~that is/are~~ inconsistent with ~~contribution to the overall ENDS~~ of the ~~Board~~ College.

Further, without limiting the scope of the above statement by the following list, the President shall not:

- Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.
- Engage in entrepreneurial activities ~~easy~~ that ~~does~~ not meet at least one of the following criteria:
  - ~~C~~Directly contributes directly to the achievement of ~~Ends~~ ENDS;
  - Contributes to alignment and improved partnerships and alliances with ~~industry or business~~ community organizations;
  - Enhances student learning opportunities;
  - Positions Strengthens the position of the College as an innovative leader, particularly in areas that may provide new anticipated to be future market opportunities;
  - Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and from accomplishment of Ends.
  - Generates revenue from alternative non-traditional sources that support the sustainability in order to ensure the ongoing viability of the College institution, and supports through a new business model redesign.
- ~~E~~The President shall not enter into any grant funding arrangements that does not emphasize support the achievement of the production of ENDS, or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.

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Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.2.3 Distinguished Service Award Recipient

**Description:**

This time has been set aside to allow for recommendations for the Board's Distinguished Service Award for 2021.

To-date, we have received only one recommendation from members, Greg O'Connor. Enclosed is a list of prior year recipients as a reference for you.

Your decision will be advanced for inclusion in our commencement ceremonies.

**Resource Impact:**

None

**Requested Board Action:**

Discussion of Distinguished Service Award recipient for 2021.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "To approve Greg O'Connor as the 2021 recipient of the Distinguished Service Award recipient." **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**AWARD FOR DISTINGUISHED SERVICE**

**June 13, 1966**

Edward O. Marsh  
(Posthumous)

John George (D)  
Harold Steele (D)  
Justin R. Whiting (D)  
Norman E. Leslie (D)  
Harvey T. Woodfield (D)  
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 (D)  
Theron B. (Rollo) Sims (D)  
William J. Jefferson

**March 12, 1973**

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

**1974**

None

**April 30, 1975**

Yulah Barnes (D)  
Charles O. Conrad  
William J. Ogden (D)  
Louise Riggs (D)

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



**2007**

George Potter

**2008**

R. Dale Moretz

Charles E. Anderson

**2009**

Dennis DaPra

Tony Dungy

Dr. Harish Rawal

**2010**

Rep Mike Simpson (Posthumously)

**2011**

Henry C. Zavislak

**2012**

Senator Mike Nofs

**2013**

Representative John Walsh

**2014**

Karen Dunigan (Posthumously)

**2015**

Reverend Frank Hampton (D)

**2016**

Christine Medlar

**2017**

Karen and Bart Hawley

**2018**

Kirk Mercer

**2019**

Senator Mike Shirkey

**2020**

Evelyne Jones

Al Krieger

### **Greg O'Connor**

Greg was born in 1952 in Mason City, Iowa. He and his father Tom O'Connor (born George Hesslau) are considered the two pioneers of Jackson media for their dedication to promoting local sports and making memories for listeners and athletes alike.

Tom arrived in Jackson in the early 1950s when sports coverage by the radio stations was minimal, which he changed immediately. Greg followed in his father's footsteps and has kept the tradition alive since 1983.

Greg attended St. Mary's grade school, Parkside High School and Jackson Community College before making a pit stop at Michigan State University in 1978, where he was in the radio division and had a radio show on Sundays.

Greg left MSU to work as a sportscaster in Cheboygan, where he stayed for five years. One night, Greg received a call that would soon change the face of Jackson radio. His dad told him they were looking for someone at WKHM, and he threw a tape on this guy's desk right out of nowhere. Greg then got a call saying they had a job here. They were looking for a sports director and Greg jumped at the chance. Greg arrived on the air in Jackson as the sports director at WKHM in 1983. His dad had been at WKHM since moving from WIBM three years earlier.

He was lured to upstart WJKN in 1995 and remained there until that station shut down in September of 2000. That left not only WJKN silent, but it left Greg unemployed for two weeks before Jackson Radio Works Inc. owners Bruce and Sue Goldsen brought Greg back to the Jackson airwaves.

Greg was hired back to host a morning radio show and a short-lived two-hour afternoon sports show for WKHM.

Greg and his father Tom were the 2010 winners of the 2010 Al Cotton Award.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.2.4 Crockett Award Recipient

**Description:**

The Jackson College Foundation Board of Directors voted to approve the nomination of Mr. Charles Birney as the 2021 recipient of the Ethelene Jones Crockett Outstanding Alumni Award recipient. A copy of Mr. Birney's biography is included for your review.

A vote of concurrence is requested of the Board of Trustees to affirm and award this recognition is requested.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of Charles Birney as the Crockett Award recipient for 2021.

**Action Taken:**

**MOTION BY TRUSTEE LAKE** "To approve Charles Birney as the 2021 recipient of the Crockett Award recipient." **ROLL CALL VOTE: TRUSTEES PATTERSON, HOFFMAN, LAKE, CRIST, MATHEIN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

## Dr. Ethelene Jones Crockett Distinguished Alumni Award

Dr. Ethelene Jones Crockett attended Jackson High School and graduated from Jackson Junior College in 1934. Dr. Crockett was director of the Crittenton Hospital clinics, headed the health care committee of New Detroit, Inc. and organized neighborhood health programs. As Michigan's first female African-American obstetrician/gynecologist, Dr. Crockett received the Detroit Medical Society's "Physician of the Year" award. She served on the boards of the Michigan Cancer Foundation, United Community Services and received the "Howardite of the Year" award from Howard University, which she attended after medical studies at the University of Michigan. Dr. Crockett was also the first woman in the 74-year history of the Christmas Seal Campaign to be President.

Dr. Crockett was the keynote speaker during our 1972 commencement program. She passed away in 1979, but her achievements serve as a positive example to our College community.

### Criteria for Nominations for the Distinguished Alumni Award

- The recipient shall be a person who has attended JJC, JCC or JC, preferably having received a degree from the College.
- The individual shall display positive personal involvement for the betterment of mankind with his/her community, state, nation or world.
- The individual should have on-going contact with the College, but particularly have shown professional or a vocational growth that exhibits values and standards learned at JJC, JCC or JC.

### Dr. Ethelene Jones Crockett Distinguished Alumni Award Past Winners

Year	Recipient	Class of
1978	Captain Robert F. Freitag	1937
1980	Dr. Victory E. Linden	1929
1981	James Ward Preston	Faculty Emeritus
1982	Mary E. Clark	1937
1983	Dr. F. Jane Cotton	1946
1984	Dr. F. I. Van Wagnen, Jr.	1935
1985	Robert A. Whiting	1930
1986	Jeannette R. Hatt	1936
1987	Maxwell E. Brail	1965
1988	Carole J. Schwinn	1975
1989	Richard B. Firestone	
1990	Shirley E. Zeller	1981

1991	Dr. Wilbur L. Dungy	1948
1992	James A. McDivitt	1950
1993	Howard C. Woods, Sr.	1940
1994	Dr. Edward A. Mathein	1961
1995	Arthur E. Ellis	1952
1996	Michael Johnson	1973
1997	Jack C. Curtis	1949
1998	Diana L. Midgley	1984
1999	Anton Streiff	1934
2000	Victor Cuiss	1939
2001	Carl L. English	1966
2002	Dr. Pearl Lee Walker McNeil	1935
2003	Dr. G. Richard Watterson	1965
2004	Robert D. Thomson	1947
2005	Brian C. Walker	1992
2006	Richard L. Davies	1966
2007	Davis S. Richmond	1992
2008	Leonard H. Griehs	1967
2009	Thomas R. Draper	1966
2010	Lawrence L. Bullen	1949
2011	William J. Maher	1941
2012	Leland Bassett	1964
2013	Dr. M. Richard Shaink	1962
2014	Dr. George E. Potter	1956
2015	John Crist	1966
2016	Laura Stanton	1974
2017	Dr. Jon Lake	1972
2018	Dr. Lewis Keith Yohn	1953
2019	Dr. Frederic B. Slete	1978
2020	Woodrow Wilson, Jr.	1967

## **2021 Crockett Nomination**

### **Mr. Charles Birney '54**

Nominee Class Year – 1954

Nominee's Employer – Retired from the City of Flint

Excellence – Professional Impact and Accomplishments

Mr. Charles Birney grew up in Jackson, MI and graduated from Jackson High School. He went on to attend and graduate from Jackson Jr College in 1954, where he ran track and enjoyed playing ping-pong and attend classes in John George Hall. He continued his educational journey at the University of Colorado (Boulder) where he earned a Baccalaureate degree. Charles served in the Army in 1957 and attended a very intense military school and study state-of-the art radar technology at Fort Hood (TX).

Following his graduation at the University of Colorado, Charles returned to Jackson where he worked as a campaign coordinator until accepting a position with the City of Flint. Charles met his late wife, Helen Francis Murphy, during his career with the City of Flint and they were happily married until she passed away in 1995. Charles eventually retired from the City of Flint where he enjoyed a successful career as the Information Technology department leader.

Personal Success & Service to Community

Charles deep appreciation for the arts grew after he attended his first opera while stationed in California. For this reason, he has chosen to play an instrumental part in the renovation of the Potter Center at Jackson College. He helped fund the Potter Center Mezzanine renovation project of which he chose to honor his late wife, Susan Murphy. He is also an avid golfer and spent many years traveling with his late wife to various courses across the United States and continues to enjoy the game today, playing in several Jackson College Athletic Golf Outings. Charles has a deep affection for Jackson College and credits his start at Jackson Junior College for his lifetime achievements.

Mantra:

It isn't a man's father, mother or spouse,  
Whose judgement upon him must pass,  
The fellow whose verdict counts most in life,  
Is the man staring back from the glass?

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

7.2.5 Consideration of Property Sale

**Description:**

Enclosed is an acceptance of purchase offer for your consideration. We have received an offer to purchase the building located on Jackson Airport for \$80,000. I recommend acceptance of this offer and ask that you provide me with the authorization to execute the sale.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of sale of Hangar and authorization for President to execute the sale.

**Action Taken:**

**MOTION BY TRUSTEE PATTERSON** "To accept the bid received for the sale of the building at the Jackson Airport and to grant President Phelan the authority to execute this agreement." **ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, MATHEIN, CRIST, LAKE AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

ACCEPTANCE OF PURCHASE OFFER

Jackson College accepts Aaron Enzer's offer to purchase the building located on Jackson Airport for \$80,000.00 on behalf of AAE Holdings, LLC. This acceptance is subject to the following conditions/contingencies:

1. This is a cash offer and not contingent on financing approval.
2. The building and fuel tank are being purchased "as is, where is" with all known or unknown faults.
3. Jackson College warrants there are no liens, claims, or encumbrances on date of sale, nor any threats nor claims of same.
4. This purchase is by bill of sale.
5. Airport Lease Agreement is in place and current.
6. Any and all personal property in the building and on the leased ground not addressed in the purchase agreement shall be considered abandoned and be included in the sale.

Jackson College

Dated: March 8, 2021

By: \_\_\_\_\_

Daniel J. Phelan

Its: President

Received:

AAE Holdings, LLC

By: \_\_\_\_\_

Aaron Enzer

Its: \_\_\_\_\_

Dated: \_\_\_\_\_

3/8/21



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: March 8, 2021



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

**Subject to be Discussed:**

8.1 Monitoring CEO Performance: EL-13 Entrepreneurial Activity

**Description:**

Enclosed for your review is the Monitoring Report for EL-13 Entrepreneurial Activity. You will note that the report indicates full compliance with this policy.

I am happy to answer any questions you have about the report.

**Resource Impact:**

None

**Requested Board Action:**

The Board agrees with the Presidents interpretation as noted here within and that the President is in full compliance with EL – 13 Entrepreneurial Activity.

**Action Taken:**

**MOTION BY TRUSTEE MATHEIN** "That the Board agrees with Presidents interpretation as noted herein and that the President is in full compliance with EL-13 Entrepreneurial Activity." **ROLL CALL VOTE: TRUSTEES HOFFMAN, LAKE, CRIST, MATHEIN, PATTERSON, AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**



## Jackson College Board of Trustees

### Monitoring Report: EL – 13 Entrepreneurial Activity

Report Date: 03.08.21

**Note: Board Policy is indicated in bold typeface throughout the report.**

This Executive Limitations - Entrepreneurial Activity Monitoring Report is presented to the Jackson College Board of Trustees for consideration. I hereby certify that the information contained in herein is true, accurate, and represents compliance, within my interpretation, for the policies established by the Board, unless specifically stated otherwise. Additionally, and unless otherwise noted within the report, all of my interpretations of the policy remain unchanged from the previous Monitoring Report.

03.08.21

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Daniel J. Phelan, Ph.D.  
President and CEO

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Date

**POLICY STATEMENT: When engaging in entrepreneurial activities the President shall not engage in such activities that is/are inconsistent with the ENDS of the Board.**

INTERPRETATION:

I report full compliance with this policy statement unless specified within the following report.

**Further, without limiting the scope of the above statement by the following list, the President shall not:**

- 1. Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.**

INTERPRETATION:

I interpret entrepreneurial activities as existing in two categories, Revenue-Enhancement and Mission-Support, which are defined as follows:

- 1) Revenue-Enhancement Activities – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e.,

Transfer education, professional trades/career education, and community services), and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the College; and

- 2) Mission-Support Activities – Undertaking pursuits that are aligned with the tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS. These activities may include grant-funded opportunities, and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- b) All Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five year period;
- c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- d) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is incorporating the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5 years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

#### EVIDENCE:

- a) Prior to FY '22, though analyses were conducted, no formal business plans were created or maintained. Beginning in FY '22, new business plans will be generated and retained by the College's Business Office.
- b – d) Confirmation that for all activities were considered by the CEO, in projections for fully-burdened expenses, and annual revenues over expenses.

Activity	Activity Type	Revenue/Expense Ratio
Child Care	Mission-Support	10.96
Bookstore	Mission-Support	10.97
Hospitality Services*	Revenue Enhancement	0.79

Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.03
JPEC	Mission-Support	1.65
DK Security	Mission-Support	N/A
TRIO	Grant-Based Mission Support	0.86
Perkins	Grant-Based Missions Support	0.76

\*The Continental Services contract was terminated in December 2020 and Hospitality Services was moved to an in house operation, consequently revenues do not depict an entire 12 month period.

**2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- **Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) When all undertaken entrepreneurial activities are consistent with the criteria listed in policy.
- b) When at least one of the six aforementioned thresholds are achieved and documented.

This interpretation is reasonable because the Board has identified specific criteria to be met and the criteria and will provide explicit demonstration of compliance with the criteria:

**EVIDENCE:**

a – b) The table below provides of all entrepreneurial and mission-support activities to ensure they meet one of the above criteria.

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
Child Care	Directly contributes to achievement of ENDS E-01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education.
Bookstore	Directly contributes to achievement of ENDS E-01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items) are important, particularly since the College has residents and the Central Campus is distant from resources.
Hospitality Services	Generates revenue from non-traditional sources in order to ensure the ongoing viability of the institution through a new business model design;  Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and  Contributes to partnerships and alliances with community organizations;	Catering is an obvious opportunity to append to hospitality services for students' meal plans, and employees, in order to generate additional revenue. Further, given that our catering services are now a College operation, versus an external vendor, our name and connection to the broader community is enhanced.
Oasis Center	Directly contributes to achievement of ENDS E-01 (3.3)	Mental wellness has been a topic of increased concern due, in part, to COVID. Providing services to students to improve their mental health, and hopefully intercept instances of suicide, are important in our service to the whole student.
Medical Clinic	Directly contributes to achievement of ENDS E-01 (3.2; 3.3; 4.1)  Enhances student learning opportunities	Physical well-being is vital to student learning. Furthermore, this clinic provides for clinical opportunities for nursing and allied health student's curricular requirements. Finally, the College has a student residence program, thus, proximity to health care is essential given that many students do not have reliable transportation.
JPEC	Directly contributes to achievement of ENDS E-01 (3.1; 3.2; 3.3; 5.3)  Positions the College as an innovative leader in areas that may provide new market opportunities.	Few community colleges nationally have a 6-13 grade public school academy on their campus, yet research demonstrates that having a campus presence leads to more college-going behaviors. Further, JPEC's placement on the Central Campus provides

		multiple opportunities for dual-enrollment educational experiences.
DK Security	Directly contributes to achievement of ENDS E-01 (3.3; 5.4)	The ability for students to learn in a safe environment is essential to learning, and is deemed vital given the number of evening classes, events, and for the benefit of student residents. The physical presence of security services at all instructional sites helps to reduce crime.

3. Enter into any grant funding arrangement that does not support the achievement of the ENDS, or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.

**INTERPRETATION:**

Compliance will be demonstrated when:

- a. When grant activities reveals a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

**EVIDENCE:**

- a) The table below provides an analysis of all grant activity and associate billing contact hour activity and ENDS relationship.

<b>Grant</b>	<b>BCH Contribution</b>	<b>Specific ENDS contribution</b>
TRIO	74 students currently participate in the TRIO program, all of which are full-time, thereby generating 2,200 additional billing contact hours per year.	This grant provides funding annually from the USDOE, and has increased from year to year. The grant supports first-time, at-risk, and minority student populations which addresses ENDS #3 "Diverse populations of students experiencing learning and academic success responsive to their unique whole student needs".
Perkins	N/A	

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President

**Subject to be Discussed:**

10.1 Principles of Policy Governance

**Description:**

This time has been set aside for the Board, as part of our continuous improvement work, in order to assess the Board's work and commitment towards the ten Policy Governance principles, as well as its governance practice.

The URL link below will provide an overview of the principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

<https://governforimpact.org/resources/principles-of-policy-governance.html>

**Resource Impact:**

None

**Requested Board Action:**

Evaluation of the effectiveness of the board meeting relative to Policy Governance practice.

**Action Taken:**

None

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

**Subject to be Discussed:**

11.0 Meeting Content Review

**Description:**

This item on the agenda provides the Board the opportunity to give the Chairman and me feedback on the quality of the content provided during this meeting, and suggesting where improvements could be made.

**Resource Impact:**

None

**Requested Board Action:**

Provide feedback on quality of meeting content.

**Action Taken:**

None