

**Jackson College
Board of Trustees Meeting
Regular Meeting - Monday, October 12, 2020
6:30PM**



AGENDA

- 1.0 Call to Order & Pledge of Allegiance**
- 2.0 Adoption of Minutes**
 - 2.1 Regular Board Meeting, Dated 09.14.20
- 3.0 Declaration of Conflict of Interest**
- 4.0 Ownership Linkage**
 - 4.1 Public Comments (limit of 5 minutes per person)
- 5.0 Items for Decision**
 - 5.1 Board-CEO Delegation Item**
 - 5.1.1 Policy Review: BCD-01 Unity of Control
 - 5.2 Governance Process Items**
 - 5.2.1 Consideration of Fall Planning Session Agenda & Date
 - 5.2.2 Board Meeting Planning
- 6.0 Required Approvals Agenda**
 - 6.1 Consideration of Best Practices Resolution
- 7.0 Monitoring CEO Performance**
 - 7.1 EL-01 Treatment of Students
- 8.0 Monitoring Board Performance**
 - 8.1 Board Self-Monitoring Worksheet of BCD-01 Unity of Control
- 9.0 Information Requested by the Board**
 - 9.1 Q1 Financial Report
- 10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting**
 - 10.1 Principles of Policy Governance
- 11.0 Adjourn**

REGULAR MEETING OF THE BOARD OF TRUSTEES
Jackson College
Virtual/Electronic Meeting – Via Zoom Video Communications
September 14, 2020

The regular meeting of the Board of Trustees of Jackson College was held on Monday, September 14, 2020 electronically on the Zoom video platform.

Chairman Barnes called the meeting to order at 6:30pm Eastern Daylight Savings Time.

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, Cindy Allen, Sara Perkin, Darrell Norris, Lee Hampton, Jim Jones, Jeremy Frew, Jason Valente, Alana Tuckey, Kelly Chambers, Randy Bentley and Michael Masters.

ADOPTION OF MINUTES

The minutes of the regular Board meeting of August 10, 2020 were moved into the record, without change, by Chairman Barnes on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees.

OWNERSHIP LINKAGE

Trustees Lake and Crist provided an update on the Ownership Linkage Committee and a summary of their meeting with Jackson Preparatory & Early College (JPEC) Board Members and their next steps in connecting with other groups.

BOARD-CEO DELEGATION ITEM

Policy Review: BCD-03 Delegation to the President

As indicated in the annual schedule, Policy BCD-03 Delegation to the President was presented for review with minor changes. No additional changes were suggested.

MOTION BY TRUSTEE CRIST “To approve policy BCD-03 Delegation to the President as presented”. **ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, HOFFMAN, PATTERSON, MATHIEN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

MONITORING BOARD PERFORMANCE

Board Self-Monitoring Worksheet of BCD-03 Delegation to President

Per the annual planning cycle, the Board completed self-evaluation worksheets assessing their compliance with policy BCD-03 Delegation to the President.

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

This agenda item provided an opportunity for the Board discussion to reflect on how well Policy Governance principles were incorporated into each meeting.

ADJOURN

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

Meeting adjourned at 6:47PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, September 14, 2020 were approved at the regular meeting of the Board held on October 12, 2020.



Secretary



Chairman

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

- 4.0 Ownership Linkage
 - 4.1 Public Comments (limit of 5 minutes per person)

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 period during each regularly scheduled board meeting. Comments are limited to five (5) minutes unless a significant number of people plan to speak; in that instance the Chair may limit a person's comments to less than five (5) minutes.

When addressing the Board, speakers are asked to be respectful and civil, and are encouraged to address individual, personnel or student matters directly with the appropriate College department, rather than the Board. As a 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.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

5.1.1 Policy Review: BCD-01 Unity of Control

Enclosed for your review is policy BCD-01 Unity of Control. The current policy can be viewed [here](#).

The current review schedule is located within [GP-03 Board Planning Cycle and Agenda Control](#).

Resource Impact:

None

Requested Board Action:

Consideration and approval of policy BCD-01 Unity of Control.

Action Taken:

MOTION BY TRUSTEE HOFFMAN "To approve policy BCD-01 Unity of Control as presented. **ROLL CALL VOTE: TRUSTEES HOFFMAN, PATTERSON, HEINS, LAKE, CRIST, MATHIEN AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.**

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

5.2.1 Consideration of Fall Planning Session Agenda & Date

Enclosed is a draft agenda for this fall's planning session. Please reach out to Sara or myself with any additional changes you would like to see. If we hold an in person meeting, I am proposing we use Bert Walker Community Room 145 to ensure we have ample social distancing space. Some dates for your consideration are as follows:

November 2, 3, 6, 11, 17, 18, and 20

Resource Impact:

None

Requested Board Action:

Consideration of Fall Planning Session Agenda & Date

Action Taken:

MOTION BY TRUSTEE HOFFMAN "To approve November 6, 2020 as the fall planning session date. **ROLL CALL VOTE: TRUSTEES HEINS, LAKE, PATTERSON, CRIST, MATHEIN, BARNES AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Jackson College
Board of Trustees Fall Planning Session
TBA
Time: TBA
Zoom



AGENDA

- 1.0 Call to Order
- 2.0 Roll Call
- 3.0 Public Comments (comments limited to 5 minutes)
- 4.0 Policy Governance – Continued Advancement with Rose Mercier
- 5.0 Changing Federal Matters
- 6.0 Predominately Virtual College Operations – Historical and Future
- 7.0 Long-term Objectives
 - 7.1 FY 21 Strategic Agenda
- 8.0 Other Board Items
- 9.0 Plus/Delta
- 10.0 Adjourn

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

5.2.2 Board Meeting Planning

As you know, there have been many implications of the rescission of the Governor's authority from the Michigan Supreme Court ruling. I know that many of you are wondering about the future of board meetings given the pandemic, personal health concerns, and legal considerations.

On Thursday last, when the Senate returned to take up business, I got some insight into where this might end up. The bill ([SB 1108](#)), as it stands now, provides for virtual public board meetings through the end of the calendar year. Given that we have only one board meeting remaining (i.e., November), that meeting would be virtual. Beginning in January, we would be only able to virtually accommodate a trustee for a medical condition, with others required to participate in-person.

Again, this is just the Senate plan. The House returns tomorrow (i.e., Tuesday) and we'll get their take on this issue then. Ultimately, we should have a final action that we can work from well-prior to the November Board Meeting.

This time is set aside for the Board to discuss the upcoming board meetings, format, structure, location, accommodations, etc.

Resource Impact:

None

Requested Board Action:

Consideration of upcoming Board Meeting Planning

Action Taken:

The Board will hold its November meeting virtually.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

6.1 Consideration of Best Practices Resolution

Michigan Public Act 165 of 2020, originates from an omnibus public education bill passed by the Michigan Legislature, and includes State Aid for Michigan Community Colleges, including a \$12,814,200 appropriation for Jackson College. Among the components of the appropriations distribution for Jackson College and indeed all Michigan community colleges, is a performance-based funding element, based upon five standards of "local strategic value" called "best practices."

The law requires that annually, the Jackson College Board of Trustees approve a resolution, by October 15, 2020, certifying that the College meets at least four out of five of the best practice standards under each of the three categories. You will note, within the included document, that Jackson College easily surpasses the minimum thresholds for funding.

Resource Impact:

None

Requested Board Action:

Consideration and approval of Best Practices Resolution.

Action Taken:

MOTION BY TRUSTEE CRIST "To approve the 2020 Best Practices Resolution."
ROLL CALL VOTE: TRUSTEES HEINS, LAKE, PATTERSON, CRIST, MATHEIN, BARNES AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY.

Jackson College Best Practices Resolution

Community Colleges Local Strategic Values

Michigan public Act 165 of 2020, originates from an omnibus public education bill passed by the Michigan Legislature that includes appropriations of \$12,814,200 for Jackson College (JC). Among the components of the appropriations for all Michigan community colleges is performance funding based on “local strategic value,” which is defined in terms of three categories as shown below. Each category covers five standards of local strategic value, called “best practices”. The law requires the Jackson College Board of Trustees to pass a resolution certifying that the College meets at least four out of five of the best practice standards under each of the three categories.

Jackson College not only meets, but exceeds the best practice standards required by State appropriations, as the following table demonstrates.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
<p>(i) The community college has active partnerships with local employers including hospitals and health care providers.</p>	<p>Jackson College has several partnerships with Henry Ford Allegiance, the area’s regional community hospital, as well as other health care providers. The Henry Ford Allegiance System supports on-campus health services; provides clinical sites for our nursing and allied health students; and Jackson College staff participate in community collaborative and governance efforts of the health system. Additionally, Jackson College has created an on-campus Health Clinic in partnership with Henry Ford Allegiance. It is used both as a clinical site for our allied health students, as well as a medical clinic for students, employees and their families. The College has a partnership with Family Service and Children’s Aid, a health care organization with Community/Behavioral Health as their primary medical specialization, to provide a wide range of behavioral health services on campus to students and employees in the College-created <i>Oasis Center</i>.</p> <p>Jackson College continues to partner with other local employers and training partners to develop new curricula, training programs, and seek external funding in support of shared initiatives. For example, numerous local dentists worked with the College to create a new dental hygiene program and a Dental</p>

Best Practices by Category	Examples of Adherence
	<p data-bbox="841 201 1446 474">Hygiene Lab which opened for classes last year. Furthermore, our community is served by our program's Dental Hygiene Clinic, which opened in January 2020. It provides students, employees, as well as citizens of the area the opportunity to have highly discounted teeth cleaning and oral hygienic services.</p> <p data-bbox="841 512 1463 663">The Dental program graduated the first cohort, June 2020. All of the nine graduates earned employment and passed the licensures exams, earning the licensed dental hygienist credential (RDH)</p> <p data-bbox="841 701 1463 1020">The College is also engaged with many companies that are new to the area, or are expanding, through the Michigan New Jobs Training Program (MNJTP). A sampling of employers being served through various MNJTP training initiatives includes Lifeways CMH, Technique Inc., Brembo North America, PlaneWave Instruments, ACME Graphics, LLC., Commonwealth Associates, Inc., and CF Federal Credit Union.</p> <p data-bbox="841 1058 1479 1535">Jackson College is a partner in the Jackson Area College and Career Connection Early/Middle College along with the Jackson County Intermediate School District and the Jackson Area Career Center. The College is also an active collaborator with the Enterprise Group, Inc. (the local economic development organization), Jackson Area Manufacturers Association (JAMA), and several local manufacturers including Miller Tool & Die, Orbitform, Industrial Steel Treating, LeMatic, Petty Machine, Diversified Precision Products, Northwest Tool, Alro Steel, and Lomar.</p> <p data-bbox="841 1572 1479 1925">The past two years, the college has collaborated closely with Consumers Energy to ensure our Energy Systems program is in full alignment with their workforce needs.. Also the college has begun working with Consumers Energy to develop and deliver a statewide pre-apprentice Line Worker program. Furthermore, all our students in occupational programs require a robust work-based learning experience The Work-Based Learning Program at</p>

Best Practices by Category	Examples of Adherence
	<p>Jackson College is an academic program where students earn academic credit and learn to apply classroom skills while establishing professional contacts with employers on the job. These opportunities are offered through collaboration with local business, industry and governmental organizations. This program has strengthened our relations and collaborations with local employers.</p>
<p>(ii) The community college provides customized on-site training for area companies, employees, or both.</p>	<p>On-site and customized training is available to local companies through Jackson College's Corporate and Continuing Education (CCE) office. CCE provides an ongoing catalog of trainings for various occupations including Supervisory, Microsoft Office, Information technology, Manufacturing and Professional Continuing Education and Pre-Licensure trainings. Additionally, customized training services assist employers with developing curriculum, Train the Trainer (T3), and highly customized training outlines to assist the employer with their workforce needs. The College is also been very active in the use of the Michigan New Jobs Training Program (MNJTP), providing diverted tax funding to assist with new worker training and development. Within the college's service area, this results in about \$1 million dollars in new MCJTP training agreements to assist area employers each year.</p>
<p>(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses. (Is it too soon to talk about our Sports Management Program, International Marketing and other specialties we just added with the addition of new faculty)</p>	<p>Jackson College's Business program offers a certificate, and Associate Degree in Entrepreneurship. This college credit credential provides for introduction to business plan development and prepares students to analyze market potential and devise strategies to creatively meet the needs of clients and communities. The lead faculty for the entrepreneurship program is an active member and supporter of the Jackson Inventors Network and the College routinely operates as the host for their monthly meetings. The College recently hired an additional full-time faculty member to support and strengthen our entrepreneurship offerings and services. We have plans to offer targeted seminars and workshops to assist small business owners in the area to aid in the successful</p>

Best Practices by Category	Examples of Adherence
	<p>operations of their respective businesses. The College also works in partnership with Spring Arbor University, and our local economic development units, in advancing small business development. We are a supporter of Lean RocketLab, a business incubator in downtown Jackson, and share a reserved space there with our Small Business Development Center colleagues. Our lead faculty member serves on its advisory team. In addition, the Business department has added an associate degree in Sports Management focused on the business of sports from ticket sales and event management to sports agents, and certificates in Esport Management and Esport Game Design to meet the growing demands of the Esport industry from marketing and promotion to coaching.</p>
<p>(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.</p>	<p>Jackson College works closely with employer partners to seek external funding collaboratively to increase advanced technology instruction at the College as informed by those in industry. Partnership with Wacker Chemical Corporation in chemical process technology curricula and with several employer members of the Lenawee ISD Advanced Manufacturing Advisory Board in robotics/automation curricula are examples.</p> <p>Jackson College has redesigned and launched new credit-bearing offerings in Advanced Manufacturing Technology which includes open lab and flexible completion options. In addition, Jackson College has partnered with the Jackson Area Manufacturers Association (JAMA), the Enterprise Group, the Jackson Area Career Center, and the Jackson County Intermediate School District creating a manufacturing-focused education program known as the Jackson Area College and Career Connection Early/Middle College (JAC³E/MC). Beginning with the students' junior year, participants will simultaneously earn their high school diploma, college credit, and a technical/career credential within three years, with no out-of-pocket tuition costs for the student or the family. It includes company internships and partnerships with area employers. JAC3 has</p>

Best Practices by Category	Examples of Adherence
	demonstrated significant promise since it's inception in 2017. To date, 38 participants have completed the program with another 13 currently enrolled. Of these total participants, 40 are employed with a variety of the 42 sponsoring companies.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	Jackson College has strong partnerships with the Jackson Chamber of Commerce (member), Michigan Works South East (MWSE)! the Jackson Area Manufacturer's Association (Articulation agreement for the Academy of Manufacturing Careers), as well as the three primary economic development agencies in the region: The Enterprise Group, Hillsdale Economic Development Partnership, and Lenawee Economic Development Corporation. The colleges Vice President of Instruction and Student services, currently serves on the MWSE! Workforce Development Board. The Jackson College President served as the Chairman of the Enterprise Group Board of Directors, and also served as a board member on the Lenawee Economic Development Corporation Board, and previously served on the SCMW! Board. Additionally, other College employees have served on the boards of the aforementioned organizations. Examples include joint delivery of programs including the Jackson Area College and Career Connection Early/Middle College, assistance in business recruitment, and company training. The College also represents the educational sector for the Region 2 Planning Commission's Comprehensive Economic Development Strategy collaborative. In Hillsdale, JC has employee representation on the Economic Development Council. A focus on economic development in the region also is featured in our College's mission documents as a priority for the institution.
Category B: Educational Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, direct credit, middle college, or academy programs.	Jackson College has articulation agreements with many area high schools and the Intermediate School Districts in the Tri-County area and beyond. In partnership with the Lenawee Intermediate School District (LISD) Jackson College has established a

Best Practices by Category	Examples of Adherence
	<p>Middle College. In partnership with the Jackson County Intermediate School District (JCISD) and all Jackson County high schools, JC established the Jackson Area College and Career Connection Early/Middle College. Jackson College also teaches college classes at the JC @ LISD TECH and the LISD sites. Jackson College also partners in the delivery and management of a Middle College on the JC @ LISD TECH site. The College also created a public school academy in 2014, known as the Jackson Preparatory & Early College (JPEC) located on the College's Central Campus, now in its fifth year of operation. There are 102 students currently enrolled at JPEC that are participating in college course work. It is a year-round school and has CEB programming for students grades 6-13 providing a high school diploma and an Associate's Degree at the end of year 13, at no cost to the student or the student's family. As of Fall 2017, Jackson College is offering a county-wide early/middle college program in Hillsdale County, in partnership with all Hillsdale County Superintendents, The Hillsdale County EMC has graduated 18 students, with 848 attempted credits, 817 credits earned, with a 96% successful completion rate and 3.39 college GPA. Currently 73 students are enrolled in this program. Also as of Fall 2018, the College partnered with the county high schools to offer a county wide Early College, Jackson County Early College (JCEC) which provides students a pathway to begin their college degree as early as ninth grade and earn an associates by the end of year 13, on the Central Campus. Currently 341 students are enrolled in this program. There are an additional 60 students in the application pipeline of this program.</p> <p>The College also serves all area public schools by making dual credit options available to all high school students. Currently 480 high school students in the tri-county area are participating in dual enrollment with the college.</p>

Best Practices by Category	Examples of Adherence
	<p>Through all collaborations with local tri-county high schools Jackson College is serving over 1050 high school students.</p> <p>Since January 2020, the CTE division of the College has been working diligently with JAMA, JACC, Northwest Schools, and LISD to align curriculum and instructional equipment to implement new technologies in manufacturing. Driving the alignment are common industry-recognized credentials, such as SACA, MSSC, AWS, SENS and others. A comprehensive strategic plan has been submitted to the Leadership Council as a result of this collaborative work.</p>
<p>(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p>	<p>Jackson College hosts onsite College visits and tours; participates in MCAN's College Application Week, and hosts College Goal Sunday in partnership with other local Institutions of Higher Education (IHEs). Jackson College recruiters make visits to every school district in the tri-county region multiple times throughout the year. Jackson College was the leader on a Reading Summit with Vandercook High School. The College hosts educational theatrical programs for elementary students that provide valuable lessons on a wide range of topics such as diversity, bullying and teamwork The College also hosts a number of academic and athletic campus during the summer months. The College has continued their partnership with the Jackson County Career and College Access Center to host tours for all Jackson County juniors, providing them with information about pursuing a post-secondary credential. We hosted over 130 local secondary students for MFG Day last year (2019). Furthermore, Jackson College participated in Careers in Energy Week this year by hosting an open house in October 2019. Consumers Energy will have representatives from different job families to discuss careers and opportunities. We will share information on our associate's degree and the bachelor's degree in Energy Systems. In Hillsdale we host an annual Taste of College event and participate on an ongoing basis with the Hillsdale County Career Access Planning initiative Lastly, we had a Vice President and</p>

Best Practices by Category	Examples of Adherence
	<p>a Dean serve as judges for the new Jackson FIRST Robotics District event in March 2019.</p> <p>Unfortunately, COVID-19 pre-empted the activities planned for k12 students beginning in March of 2020 and continuing through the 2020-21 academic year. That being said, Jackson College did participate in a community video produced by JTV for Manufacturing Day with high school students as the target audience. The College's President was featured discussing the plethora of new technologies emerging in manufacturing including artificial intelligence, 3D printing production, cybersecurity, among others. The video was widely distributed throughout the community.</p>
<p>iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p>	<p>Jackson College has actively supported the creation, development and funding of the Jackson College and Career Access Center, the College President having previously served on that board of directors. Jackson College recruiters make visits to every school district in the tri-county region multiple times each year. Jackson College was the lead with Vandercook High School on a Reading Summit.</p> <p>The College also has been successful in obtaining and implementing a number of related national federal and private grants including: Achieving the Dream, TRiO, Veterans' Education Initiative, and others that provide additional supports for student success. The College also actively participates in the Breaking Through Network and the Michigan Center for Student Success to leverage best practice models for implementation across the institution. Finally, the College has developed a Ready-Set Jet summer program to assist students in transitioning academically and behaviorally to campus-based housing.</p>
<p>(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation, GED testing, or recruiting, advising, or orientation activities specific to adults.</p>	<p>Student success supports are available through the TRiO Program, Veteran Education Initiative and in large part through the College's Student Success Navigator advising model. This model is a proactive, relational, customer-based advising approach geared</p>

Best Practices by Category	Examples of Adherence
	<p>at improving student satisfaction and success as measured by student persistence, retention, and completion. The College's Men of Merit (MOM) Program and Sisters of Strength Program is designed to assist adult minority male and female students in entering college and being successful in same.</p> <p>Jackson College collaborates with Michigan Works! Southeast to offer HSE preparation and/or remedial assistance for our tri-county service areas. We have recently expanded services to offer Ability to Benefit, allowing eligible students to receive financial aid to complete college courses, while working on a High School Diploma or Equivalency. Through this partnership, students also receive employment services assisting with identifying transferable skills relatable to new industries, assessments to assist students with selecting a program of study that aligns to their workplace preferences and sense of purpose, and job search resources, such as resume assistance.</p> <p>This partnership expands wrap-around services available to eligible students by braiding WIOA and Federal Financial Aid funding and community resources.</p> <p>Lenawee we partner with MWSE, which holds HSE (e,g, GED) courses onsite at JC @ LISD TECH. In Hillsdale County, we partner with the HCISD and Michigan Rehabilitation Services in providing Transitions Programming for students with IEP's/504's, onsite at the JC LeTarte's Center.</p> <p>In addition, Jackson College was chosen by the Federal Government, together with 68 other institutions of higher education across the country, to provide educational programming and degree completion options for incarcerated individuals in the State of Michigan. Indeed, Jackson was awarded the highest allocation of Pell participants at 1,305 inmates, and is active in educating student-inmates across the state. Further, the College was the first in the nation to provide academic excellence</p>

Best Practices by Category	Examples of Adherence
	<p>recognition to student-inmates with the Phi Theta Kappa program.</p> <p>Jackson college currently serves 512 (fall 2020) actively enrolled students across eight correctional facilities (one federal and seven state). This is a drop from 667 (fall 2019). However, the through innovative collaboration, Jackson College with support from our partners have been able to develop a Distance Learning Model based on facility needs and technology. The drop from COVID could have been significantly worse if not for our close partnerships and dedication to student success. We have, again, been approached by the Vera Institute to highlight our flexible approach to continue moving our students who are incarcerated forward.</p> <p>Options for learning (depending on facility) are recorded lectures viewed on a monitor in a classroom and recorded lectures played through closed circuit tv. Where this becomes innovative is that Jackson College and the MDOC have been able to leverage the JPAY technology, allowing faculty and staff to communicate to students directly. This can be in regards to financial aid, course grades, appeals, scheduling, etc. Jackson College has also, purchased 10 tv's to be used for students incarcerated who could not progress due to the new model if not for the technology.</p> <p>Since, 2018 Fall, Jackson College has awarded 517 credentials to our incarcerated student population. The Fall to Winter persistence rate of our incarcerated students has been 92% over the past two years.</p> <p>Of the Fall 2019 students 679 of the 690 students have a cumulative grade point average above a 2.0. With 519 of the 690 students having between a 3.5 and a 4.0.</p>
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2,	<p>Jackson College has articulation agreements with numerous university and collegiate partners. The college is a part of the MiTransfer Network that recently completed multi-institutional associate to</p>

Best Practices by Category	Examples of Adherence
or reverse transfer agreements or operation of a university center.	<p>bachelor's degree transfer paths, MiTransfer Pathways. Jackson College's University Center hosts both Siena Heights University and Wayne State University. Recently, the college and Siena Heights University worked to develop six new articulated 3+1 transfer pathways. Within the year, Jackson College has finalized new articulation agreements the following institutions and programs in addition to those with Siena Heights University; Central Michigan University RN-BSN Completion, Eastern Michigan University – Sport Management, Ferris State University – Reparatory Therapy, University of Detroit Mercy – Dental Hygiene, University of Michigan Flint – RN-BSN Completion, and more in development. The college also has reverse transfer agreements with the following 4-year institutions; Central Michigan University, Concordia University, Davenport University, Eastern Michigan University, Grand Valley State University, Ferris State University, Michigan State University, Trine University and the University of Michigan - Ann Arbor. Additionally, Jackson College is committed to transfer partnerships and success hosting various transfer events (in-person and virtual) with 4-year institutions to provide transfer information and make the transfer processes as seamless as possible.</p>
<p align="center">Category C: Community Services (must meet 4 of 5)</p>	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	<p>Jackson College’s Corporate and Continuing Education Office offers life-time learning, continuing education, professional development and leisure programming, easily assessable online or on-campus. Courses range from family development, basic computer skills, real estate, grant writing, personal fitness, teacher SCECHs., wellness and stress management, foreign language and human resources certification. Students may enroll in numerous classes in the arts, including instrumental and voice classes as well as studio arts. Through the college’s Health Wise event hosted over the summer, it welcomes nearly 100 community members to campus for free</p>

Best Practices by Category	Examples of Adherence
	health screenings and to participate in a heart healthy walk around campus.
(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	Jackson College operates a multi-stage/auditorium performing arts center; has a fully operational fitness center; and library services operated in conjunction with Jackson District Library. Jackson College offers public access to a wide-range of state-of-the art facilities, athletic fields, and grounds, which provides access to technology and other instructional equipment. Jackson College is host to the Jackson Community Concert Band, the Michigan Shakespeare Festival, the Jackson Symphony, and other annual cultural events at Potter Center for the Arts. . As mentioned above, the College hosts a very popular Health Wise event open to the community each summer.
(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	Jackson College has fully operational library services provided in conjunction with Jackson District Library. The College also offers community members' free use of computers located in our Information Commons on campus. Jackson College provides community access to environmental education in cooperation with the Dahlem Center, 300-acre nature park. The College also maintains an art gallery in the College's performing arts building, as well as a "black box" (i.e., experimental theater) on campus. The College also partners with the Michigan Shakespeare Festival (which is held on campus each summer). Additionally, JC is the performance home of the Jackson Symphony Orchestra.
(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	Jackson College operates a fully operational fitness center, and athletic facilities that are open to the public and used for lifetime learning and credit courses in fitness, stress management, and wellness. The College also has numerous athletic fields that are routinely used by other external groups. Additionally, the College has an 18-hole disc golf course for use by the public. Newly completed is the Jets Fitness Trail, a 1.2 mile fitness pathway that loops around the Central Campus.

Best Practices by Category	Examples of Adherence
<p>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p>	<p>Student Life, Community Event and Multicultural activities are a staple of the College with a range of activities scheduled annually. A building dedicated to student life, called the Jets Hangar opened on September 14, 2015 and has dedicated student life space for gaming, mailboxes, a Subway, outdoor volleyball and basketball courts, a stage for concerts and other entertainment and a cardio room. Activities include Constitution Day, the Martin Luther King Celebration, International Day, Cinco de Mayo, and Welcome Week. Jackson College supports 12 Sports teams and all events are open to the public. The college also is an active participant in Challenge Day providing interactive support and coaching to area 7th graders addressing bullying and working to provide a safe and supportive environment for young people. As in the past, the college will host Challenge Day on its central campus this year. At the LeTarte Center, JC hosts the Hillsdale Area Career Center Reality Store, which offers students with financial realities based upon life scenarios. The College also hosts community programs such as Drug Summits, African-American Male Summits, etc., and also provides space for elected officials to meet with community members. Finally, the College also host a free Easter Egg Hunt in the spring and a Halloween Spooktacular open to the entire community to come and celebrate the holiday with games, candy, and a variety of activities. Twice a year during our Convocation days, all Jackson College employees engage in community service projects ranging from volunteering at local public schools, non-profits, community agencies, and community parks.</p>

NOW, THERFORE, be it resolved that the Jackson College Board of Trustees certifies that the College does meet the best practice standards required for state appropriations under Michigan Public Act 165 of 2020.

PASSED AND APPROVED THIS 12th DAY OF OCTOBER, 2020.

A handwritten signature in cursive script that reads "Sheila Patterson". The signature is written in dark ink and is positioned above a horizontal line.

Sheila Patterson, Secretary
Board of Trustees
Jackson College

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

7.1 Monitoring CEO Performance: EL-01 Treatment of Students

Enclosed for your review is the Monitoring Report for EL-01 Treatment of Students. This is the first monitoring report in the revised format which has resulted from the Board has engaged with Policy Governance consultant Rose Mercier. The Board should consider any non-compliance issues for discussion from this report. In addition, I welcome feedback on report format.

The current monitoring report schedule is located within [GP-03 Board Planning Cycle and Agenda Control](#).

Resource Impact:

None

Requested Board Action:

Board consideration and discussion related to Presidents compliance of EL-01 Treatment of Students.

Action Taken:

MOTION BY TRUSTEE PATTERSON "To accept the EL-08 Treatment of Students Monitoring Report." **ROLL CALL VOTE: TRUSTEES HEINS, LAKE, PATTERSON, CRIST, MATHEIN, BARNES AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**Jackson College
Board of Trustees**

MONITORING REPORT FOR EL – 01 TREATMENT OF STUDENTS

DATE: 10/12/2020

Board Policy is indicated in bold typeface throughout.

I hereby present this monitoring report regarding your Executive Limitations Policy: “Treatment of Students”, according to the schedule previously defined. I certify that the information contained in herein is true and represents compliance with a reasonable interpretation of the policy, unless specifically stated otherwise. Interpretations are unchanged from the previous report, unless otherwise noted.



10/12/20

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

Date

POLICY STATEMENT: The President shall not cause or allow conditions, procedures or decisions related to the treatment of students that are unsafe, unfair, disrespectful, or unnecessarily intrusive.

INTERPRETATION:

I declare 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. Permit students and others who use College property to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect students from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College’s web page, which are reviewed every two years to ensure relevancy and currency. Specifically, these policies are:
 - a. Tobacco Free Environment 1715.
 - b. Threats and Violence 2609.
 - c. Student Rights, Responsibilities and Code of Conduct 2701.

- b) Safety Data Sheets (SDS) are maintained and accessible to employees and students in compliance with OSHA standard 1910.1200(b)(4)(ii) *College maintains copies of any SDS that are received with incoming shipments of the sealed containers of hazardous chemicals, The College obtains a safety data sheet as soon as possible for sealed containers of hazardous chemicals received without a SDS. The College shall ensure that the safety data sheets are readily accessible during each work shift to employees when they are in their work area(s)".*
- c) There is a current plan in place for snow accumulation and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website. Additionally, Institutions of Higher Education (IHEs) receiving Federal funds or financial assistance are required to maintain programs which prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years. This meets the requirement of Clery Act that colleges and universities publish a Campus Crime Annual Report.
- g) A pandemic plan is current and accessible on the College's website together with the most up to date information on COVID-19 for students and employees. All pandemic related efforts, including prototyping and reintroduction of College activities are reviewed by the College's Reintegration Task Force (RTF), and subsequently by the College's Leadership Council.
- h) Students and employees have easy access system which communicates campus closings and cancellations due to weather or other emergency situations and are aware of how to access the system.
- i) Annual elevator inspections, boiler inspections and fire system inspections are completed.

This interpretation is reasonable because it ensures compliance with some key legal requirements to ensure the safety of all who are on campus.

EVIDENCE:

- a) The Chief of Staff confirmed on 9/30/20 that the following policies are accessible online and have been reviewed in the last two years:
 - a. Tobacco Free Environment 1715 - last approved on 9/24/20.
 - b. Threats and Violence 2609 – last approved on 10/1/2020

- c. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last reviewed and approved by the Leadership Council on 7/10/19.
- b) The Vice President for Facilities and Information Technology confirmed on 9/30/20 that the [Safety Data Sheets](#) are current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Vice President of Facilities confirmed on 9/30/20 that the operational plans are current to take care of snow accumulation and ice removal, which has been modified over prior years, due to a reduced college operation schedule, due to COVID. This is an internal operational plan that is not posted online.
- d) The Safety and Security Manager confirmed on 10/2/2020 that the [emergency reference guide](#) is available online.
- e) The Safety and Security Manager confirmed on 10/2/2020 confirmed that the [Drug and Alcohol Abuse and Prevention Program \(DAAPP\)](#) is accessible online. The document was last updated in 2018 which is within the two year review period.
- f) The Safety and Security Manager confirmed on 10/2/2020 that the [2020 Campus Crime and Fire Report](#) is available online and contains statistics for 2017 to 2019.
- g) The Sr. Vice President/Chief Operating Officer confirmed on 9/30/2020 that the College's [Pandemic Plan](#) is located online and that the [COVID-19](#) information was current as of 9/15/2020.
- h) The Safety and Security Manager confirmed on 9/30/20 that the College still uses the Nixle alert system which students and employees can sign up for [online](#). Information on Nixle signup is provided during the mandatory new employee orientation. Communication regarding emergencies is also sent via email and the College has a software called Alertus, which has the ability to take over College owned devices with pop up messaging.
- i) The Vice President of Facilities and Information Technology and Safety and Security Manager confirmed on 9/30/20 and 10/2/2020 respectively that these inspections are up to date. Documentation of inspections for elevator and boiler inspections are stored as hard copy files with the Vice President of Facilities and Information Technology and the Fire Safety inspection reports are stored in the Safety and Security Manager's office.

1.1. Allow students to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a Sexual Discrimination/Harassment Policy which is accessible to students and employees that is reviewed every two years, including legal review.

- b) An Incident Reporting Form and anonymous tip line are available to students to report issues of harassment and is easily accessible.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator and their contact information is easily accessible to students.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The annual federal filing of the Clery Act report includes a report of all harassment incidents.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements required by the Clery Act and it is consistent with College's zero tolerance focus.

EVIDENCE:

- a) The Sr. Vice President/Chief Operating Officer confirmed on 9/30/20 that the [Sexual Discrimination/Harassment Policy 1717](#) was last reviewed on 8/12/20 and is accessible on the website.
- b) The Sr. Vice President/Chief Operating Officer confirmed on 9/30/20 that as described within [policy 1717](#) the following reporting methods are available online for students and employees
 - a. The Sr. Vice President/Chief Operating Officer confirmed on 9/30/20 that [An incident reporting form is online](#).
 - b. The Sr. Vice President/Chief Operating Officer confirmed on 9/30/20 that information on how to submit an anonymous tip using an [online tip](#) form online or via a [text message](#) are available online.
- c) The President designated the Sr. Vice President as the Title IX Coordinator. All related contact information is [readily available online](#). This was confirmed by the Chief of Staff on 9/30/20.
- d) A clear [Title IX Investigation Process](#) is up to date and accessible online. This was verified by the Chief of Staff on 9/30/20
- e) The Sr. Vice President/Chief Operating Officer confirmed on 10/2/20 that there were 0 investigations conducted in the monitoring period related to sexual discrimination or harassment, so no investigations for the current monitoring period are on file.

- f) The Safety and Security Manager confirmed on October 2, 2020 that the Clery Act report which was filed on October 2, 2020 included a report of all incidents reported and investigated in this monitoring period.
- g) The Sr. Vice President/Chief Operating Officer confirmed on 10/2/2020 that out of 299 permanent full and part time employees, 169 have completed mandatory training. Employees have until October 31, 2020 to complete the training. Effective 2020, this is now a mandatory annual training for all employees. Partial compliance is being reported given the timing of this training. For the 2021 report, data for the 2020 training will be used.
- h) The Sr. Vice President/Chief Operating Officer confirmed on October 2, 2020 that 16 employees who are new to the College during this monitoring period signed off on a document stating *"I acknowledge that I have read and understand the Jackson College Administrative Policies and related materials which are available on the JC Policy web page. I understand that I am required to abide by college policies as a condition of employment. I am also aware that new policies may be added and that existing policies may be revised, amended or deleted at the discretion of the College and that it is my responsibility to periodically review the manual and policies for updates."*

2. Deliver programs in a manner that is insensitive to students' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available equity training, cultural training and ongoing professional development to all employees.
- b) The Chief Diversity Officer ensures the curriculum is unbiased, is inclusive, and creates a sense of belonging.
- c) The College works with focus groups of students and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities. This helps the College to better serve these diverse populations, and encourages a more welcoming institution. These affinity groups include African American, LatinX, Asian/Pacific Islander, Pakistani and East Indian. Additional groups to be added will LGBTQI+, Faith Based and Foster Care are in progress of starting up.

The interpretation is reasonable because the processes reflects of best practices and current thinking and research.

EVIDENCE:

- a) The Chief Diversity Officer confirmed that on 5/18/20 Dr. Frank Harris from San Diego State University presented diversity and equity training to all employees during the College's Spring 2020 Convocation.

- b) The Chief Diversity Officer confirmed that he has been added to the Curriculum meeting membership beginning in September 2020. He also confirmed that the Foundation Studies Committee is being changed to the Committee on Equity and Completion, and will focus on equity within the curriculum, pedagogy and diversity of those teaching. This is still in progress work, so I am reporting partial compliance on this item.
- c) The following affinity groups were held on their respective dates:
 - May 14, 2019 Asian Pacific Islander Affinity Group
 - Nov 21, 2019 Hispanic Affinity Group
 - April 23, 2020 Hispanic Affinity Group
 - April 16, 2020 African American Affinity Group
 - May 21, 2020 Pakistani/Indian Affinity Group
 - June 25, 2020 African American Affinity Group
 - June 18, 2020 Student Focus Group

3. Permit violation of student confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A policy is in place and current (reviewed every two years) that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements and is a required training for new employees.

EVIDENCE

- a) On 10/2/20 the Chief of Staff confirmed that the [Access to Student Information policy](#) is current and accessible online. The date of last review was 12/12/2018.
- b) All 16 new employees in the current monitoring period completed FERPA training within their first 14 days of employment. Each year during the fall faculty learning days, the Registrar provides training for faculty on FERPA. In 2019, this date was 8/28/2019.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary reason to do so as outline in policy 2801 Access to Student Information policy.
- b) Internal forms that undergo content change are reviewed by respective committees.

The interpretation is reasonable because it ensures compliance with the Colleges policy, which meets legal requirements.

EVIDENCE

- a) On 10/6/2020, the Chief of Staff confirmed that any requests being made are checked against policy 2801 Access to Student Information policy.
- b) Minutes are kept for all integrity committees as a check and balance for action taken.

3.2. Use methods of collecting, reviewing, storing or transmitting student information that inadequately protects against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) Student information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access. These practices are defined through policy 1614 Information Security.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards and that external audit provides transparency and helps systematically review the colleges policies and practices to identify any potential security issues.

EVIDENCE:

- a) The College's policy Information Security is current and available [online](#). This policy provides detailed procedures and processes that are meant to protect College data that is generated, accessed, transmitted and stored by the college. The College has implemented the use of IronBox which allows the college to send and receive sensitive data securely.
- b) On 10/2/2020 the Chief of Staff and the College's Chief Financial Officer both confirmed with the College's Internal Auditor that the annual external Information Technology Security audit for 2020 was completed. This practice has been in place since 2017.

4. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.

INTERPRETATION

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where students feel they have been unfairly graded with successive levels of complaint.
- b) The College offers a wide variety of recognition methods which celebrate our students' differences. These include the Kente Celebration, Ready Set Jet ceremony, academic achievement celebration, Phi Theta Kappa honors, outstanding student award, student excellence awards, and academic and athletics scholarships.

The interpretation is reasonable because it identifies intentional actions which are consistent with the philosophical foundation in College's Equity statement.

EVIDENCE:

- a) On 10/2/2020 the Chief of Staff confirmed that an [Academic Complaint process](#) is in place and that the process is clearly outlined online for students.
- b) On 10/2/2020 the Chief of Staff confirmed with the Chief Diversity Officer and Vice President of Academics and Student Services that the above-mentioned recognition methods are still active.

5. Permit unfair, inconsistent or untimely handling of student complaints.

INTERPRETATION

Compliance will be demonstrated when

- a) A timeline that is prescribed for [non-academic](#) and [financial aid](#) appeals is in place and these timelines are included in the respective forms.
- b) Regarding academic complaints, the faculty follow a process that is outlined [online](#).

The interpretation is reasonable because timelines are provided for students.

EVIDENCE:

- a) On 10/6/2020 the Chief of Staff confirmed that timelines are still included on [non-academic](#) and [financial aid](#) appeals.
- b) On 10/6/2020 the Chief of Staff confirmed that the Academic Complaint process is [online](#) and includes timelines.

5.1. Permit students to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.

INTERPRETATION

Compliance will be demonstrated when:

- a) College employs a fulltime Ombudsman whose identity and contact information are on the website and accessible by students.

- b) Academic Complaint, Financial Aid Appeal and Non-Academic Appeal forms are accessible online with timelines
- c) Student Appeals policy and processes are reviewed every two years.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges and are subject to a third-party audit that verifies their appropriateness.

EVIDENCE:

- a) On 10/2/2020 the Chief of Staff confirmed that a fulltime Ombudsman is employed and that her contact information is [online](#) and easily accessed.
- b) On 10/2/2020 the Chief of Staff confirmed that all the Academic Complaint, Financial Aid Appeal and Non-Academic Appeal [forms](#) are on the Ombudsman's webpage and that they all provide the student with a timeline.
- c) On 10/2/2020 the Chief of Staff confirmed that the [Student Appeals policy](#) is online and has been reviewed within the last two years.

6. Permit students to be uninformed of student rights and responsibilities, including expectations for student behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) The Student Rights, Responsibilities and Code of Conduct Policy is accessible on website and reviewed every year.
- b) There is standardized communication to new students regarding the Student Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

EVIDENCE:

- a) The Chief of Staff confirmed on 10/2/2020 that Policy 2701 Student Rights, Responsibilities and Code of Conduct is posted on the website. <https://www.jccmi.edu/wp-content/uploads/2701.pdf> is current and has been reviewed within two years. The last date of review is 7/10/2019.
- b) At the time of acceptance, new students receive a link to the Student Rights, Responsibilities and Code of Conduct Policy.

7. Retaliate against any student for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a Demonstrations Policy in place and up to date that protects student free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application

EVIDENCE:

- a) On 10/6/2020, the Chief of Staff confirmed that [Policy 2612 Demonstrations is current and accessible online](#). This policy was last reviewed on 2/6/2019.

8. Permit decisions affecting students to be taken without appropriate notification to students.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains Student Consumer Information as required by the Higher Education Opportunity Act of 2008 and notifies students three times per academic year that this information is available.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication to include a weekly announcement sent out to students and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying students.

EVIDENCE:

- a) On 10/6/2020 the Chief of Staff verified that the [Student Consumer Information](#) page is active and up to date.
- b) On 10/6/2020 the Chief of Staff verified that the [Transparency Reporting Web page](#) is active and up to date.
- c) On 10/6/2020 the Chief of Staff verified with the Director of Marketing that weekly announcements are sent to all enrolled students. Also verified is that the College has active social media accounts with Facebook, Twitter, YouTube, Instagram and Shapchat.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

8.1 Board Self-Monitoring of BCD-01 Unity of Control

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

The intention is to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion at the meeting will 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 is the aggregated worksheet to help guide the boards discussion. As a reference, the planning schedule can be viewed within the [GP-03 Board Planning Cycle and Agenda Control](#) policy.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

This item was carried over to the November meeting.

Worksheet for Jackson College Board Self-Monitoring of the Governance Process & Board-CEO Delegation Policies

This worksheet is intended to assist you in assessing the Board's own compliance with its Governance Process and Board-CEO Delegation policies to help advance relevant discussion at Board meetings. For each policy portion listed for consideration, please select your response (i.e., always, most of the time, etc.) and provide any relevant examples to support your answer. All board submissions will be compiled and presented at a subsequent board meeting. The board discussion at the meeting will consider not only the aggregate responses from members, but also, consideration of insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Policy Number: BCD-1 Unity of Control **Time period being monitored:** November 2020 to present

Policy Portion for Consideration	Have we acted consistently with this item of policy?	Provide specific representative examples to support your response when applicable
Opening statement: Only officially passed motions of the Board are binding on the President.	<input checked="" type="checkbox"/> Always (x7) <input type="checkbox"/> Most of the time <input type="checkbox"/> Some of the time <input type="checkbox"/> Rarely <input type="checkbox"/> Never	Click or tap here to enter text.
1. Decisions or instructions of individual Trustees, officers or committees are not binding on the President	<input checked="" type="checkbox"/> Always (x7) <input type="checkbox"/> Most of the time <input type="checkbox"/> Some of the time <input type="checkbox"/> Rarely <input type="checkbox"/> Never	Click or tap here to enter text.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require in the President's opinion, a material amount of staff time, other resources or is deemed disruptive.	<input checked="" type="checkbox"/> Always (x6) <input type="checkbox"/> Most of the time <input type="checkbox"/> Some of the time <input type="checkbox"/> Rarely <input type="checkbox"/> Never	Click or tap here to enter text. <ul style="list-style-type: none"> I'm not comfortable with this statement Has never not responded to as far as my requests. I assume that for the responses Dan gives to an individual trustee's question, he views them as easy to answer and do not require too much staff time. We will not know if Dan does not tell us.



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Worksheet for Jackson College Board Self-Monitoring of the Governance Process & Board-CEO Delegation Policies

3. Only the Board acting as a body politic can employ, terminate, discipline, or change the conditions of employment of the President.	<input checked="" type="checkbox"/> Always (x7) <input type="checkbox"/> Most of the time <input type="checkbox"/> Some of the time <input type="checkbox"/> Rarely <input type="checkbox"/> Never	Click or tap here to enter text.
<p>Other Board Comments: Click or tap here to enter text.</p> <ul style="list-style-type: none">• We draw our strength as a board not as individuals and policy governance confirms that.• Dan always tries to provide us with answers to our questions as they arise.• Without exception, the Jackson College Board of trustees follow the policies as set up by the board.		



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BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

9.1 Q1 Financial Report

Enclosed is the Q1 Financial Report. This is provided to you as requested thru the Executive Limitations – 08 policy, Communication and Support to the Board. I will be happy to address any questions you have.

Resource Impact:

None

Requested Board Action:

Review of Q1 Report.

Action Taken:

None



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
September 30, 2020

Jackson College
Memo From Darrell Norris, Vice President of Finance
For the September 30, 2020 Financial Report

Following is the September 30, 2020 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2020-2021 Budget as adopted at the May 2020 Board of Trustees meeting.

Revenues

- **Tuition and fees** - Favorable to budget, it is too early to tell if this trend will hold through the fiscal year.
- **Miscellaneous** - Favorable to budget, variance is due to timing. We anticipate this variance to diminish over time.
- **Transfers** - Favorable to budget, timing of Foundation support.

Expenses

- **Services - Staffing Agency** - Favorable to budget. This may or may not continue depending on the number of sections we continue to offer.
- **Services** - Favorable to budget due to expenditure controls and limited in person activity. We anticipate this variance to diminish over the fiscal year.
- **Materials** - Favorable to budget due to limited in person activity. We anticipate this variance to diminish over the fiscal year.
- **Other operating costs** - Favorable to budget due to expenditure controls and limited in person activity. We anticipate this variance to diminish over the fiscal year.
- **Rent, Utilities, Insurance** - Unfavorable to budget due to timing, several insurance policies require larger upfront payments. We anticipate this variance to diminish over the fiscal year.
- **Capital Equipment** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.

Other Notes

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At September 30, 2020 interest revenues have exceeded \$414,000. These earnings are designated for future operations.
- **Looking Ahead** - Expense controls have been put in place in anticipation of reduced revenues resulting from COVID-19 pandemic.

Jackson College

Memo From Darrell Norris, Vice President of Finance

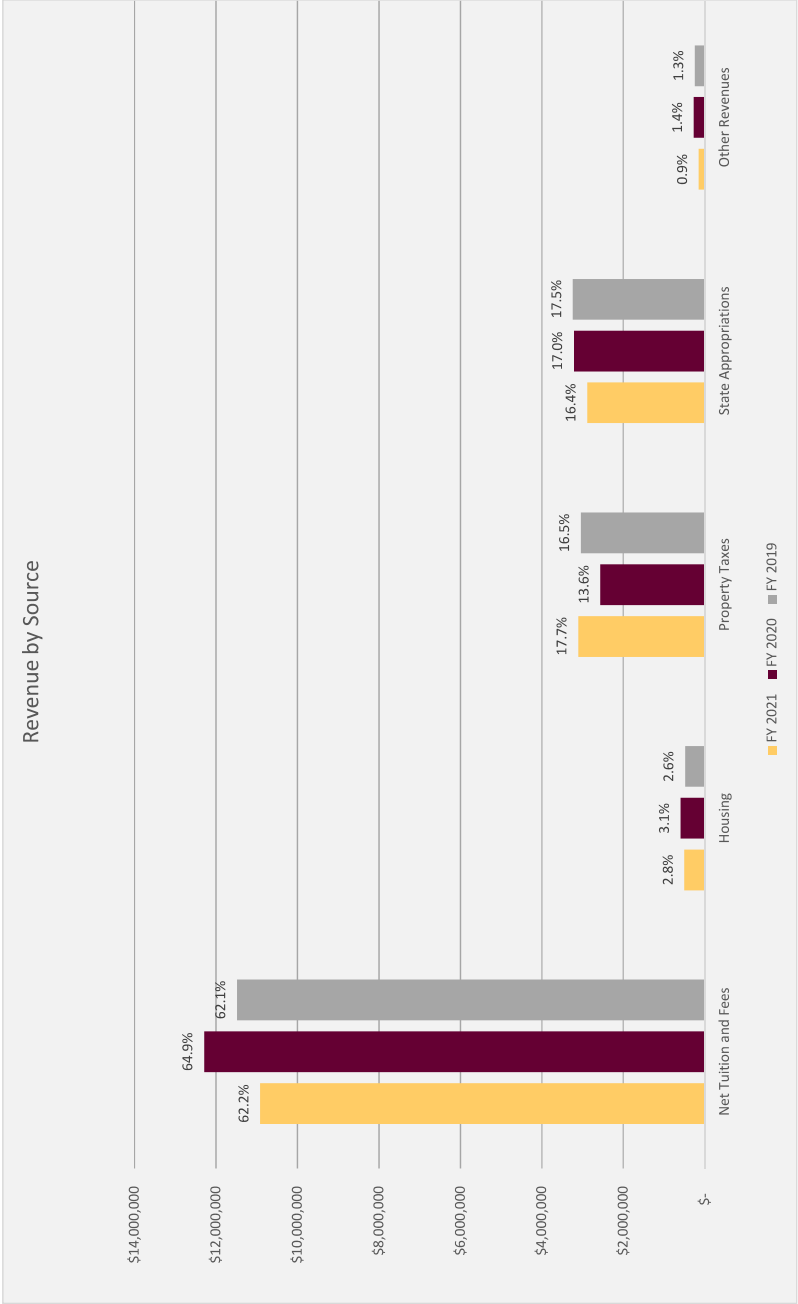
For the September 30, 2020 Financial Report

- **Operating Reserves** - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. At September 30, 2020, the operating fund balances reserves were \$20,989,946 which is approximately 6.1 months of projected FY 2021 operating expenses. At the beginning of the semester, the number of months of reserves on hand is generally higher as the College has recognized revenue for the whole semester and has not yet incurred the entire semester's expenses.

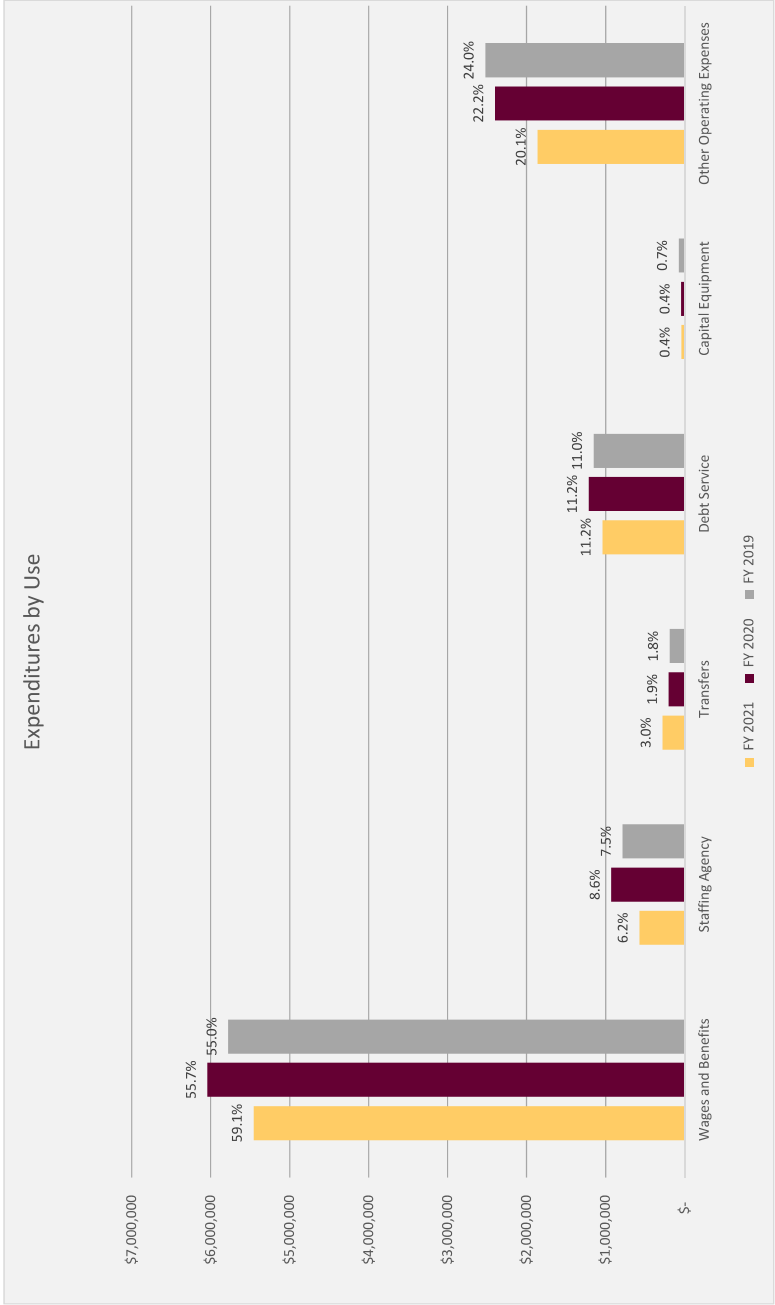
Jackson College
Revenue and Expense Statement
General Fund - FY 21
For the Three Months Ended September 30, 2020
Preliminary - Unaudited

	2020-2021 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
Revenue							
Gross tuition and fees	\$ 23,393,941	57.0%	\$ 11,567,040	49.4%	44.0%	\$ 1,273,706	\$ 12,516,337
Less Institutional Scholarships	(794,472)	-1.9%	(652,316)	82.1%	44.0%	(302,748)	(225,779)
Net tuition and fees	22,599,469	55.1%	10,914,724	48.3%	44.0%	970,958	12,290,558
Housing	999,010	2.4%	500,140	50.1%	50.0%	635	593,605
Property taxes	4,867,939	11.9%	3,104,077	63.8%	62.0%	85,955	2,566,462
State appropriations	11,529,294	28.1%	2,882,324	25.0%	25.0%	-	3,213,925
Contract training	135,000	0.3%	4,019	3.0%	3.0%	(31)	24,723
Potter Center activities	405,000	1.0%	-	0.0%	0.0%	-	115,393
Miscellaneous	474,000	1.2%	142,733	30.1%	25.0%	24,233	126,992
Transfers	7,500	0.0%	3,424	45.7%	25.0%	1,549	2,539
Total revenues	41,017,213	100.0%	17,551,441	42.8%	27.1%	1,083,299	18,934,197
Expenses							
Wages	16,029,640	39.2%	3,679,041	23.0%	23.1%	(23,805)	4,188,664
Retirement	4,383,350	10.7%	1,023,012	23.3%	23.1%	10,458	1,071,470
Benefits	2,877,573	7.0%	754,941	26.2%	25.0%	35,548	780,278
Services - Staffing Agency	3,697,700	9.0%	571,752	15.5%	23.1%	(282,417)	927,535
Services	2,600,525	6.3%	552,649	21.3%	25.0%	(97,482)	639,307
Materials	1,600,225	3.9%	299,457	18.7%	25.0%	(100,599)	539,067
Rent, utilities, insurance	1,410,900	3.4%	426,379	30.2%	25.0%	73,654	498,726
Other operating costs	2,567,650	6.3%	583,550	22.7%	25.0%	(58,363)	723,971
Transfers	1,121,275	2.7%	280,319	25.0%	25.0%	-	201,250
Transfers-debt service	4,160,813	10.1%	1,040,203	25.0%	25.0%	-	1,212,003
Capital equipment	567,043	1.4%	40,508	7.1%	25.0%	(101,253)	42,892
Total expenses	41,016,694	100.0%	9,251,811	22.6%	24.4%	(544,259)	10,825,163
Income over (under) expenses	\$ 519		\$ 8,299,630			\$ 1,627,558	\$ 8,109,034

Jackson College
General Fund Revenue Comparison
For the Three Months Ended September 30, 2020
\$17,551,441



Jackson College
General Fund Expenditure Comparison
For the Three Months Ended September 30, 2020
\$9,251,811



Jackson College
Balance Sheet and Changes in Fund Balance - FY 21
September 30, 2020
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets								
Cash	\$ 2,279,731	\$ 11,947,394	\$ (318,228)	\$ (294,585)	\$ 13,240	\$ 5,596,621	\$ 309,363	\$ 19,533,536
Restricted cash in escrow	-	-	-	-	-	-	-	-
Investments	-	-	-	-	16,726	-	-	16,726
Accounts receivable	8,886,387	39,650	752,389	-	-	9,995	620,853	10,309,274
Inventories	27,430	-	-	-	-	-	-	27,430
Other assets	271,415	-	64,955	-	-	78,996,202	-	79,332,572
Total assets	11,464,963	11,987,044	499,116	(294,585)	29,966	84,602,818	930,216	109,219,538
Liabilities and Fund Balance								
Accounts payable	233,923	-	481	-	-	22,120	605,726	862,250
Accrued liabilities	3,105,889	-	10,565	-	-	38,021,662	-	41,138,116
Deferred liabilities	(2,127,693)	-	842,445	810,773	-	-	-	(474,475)
Unearned revenue	326,986	-	-	-	-	-	-	326,986
Other liabilities	922,956	-	-	-	-	-	-	922,956
Total liabilities	2,462,061	-	853,491	810,773	-	38,043,782	605,726	42,775,833
Fund balance	9,002,902	11,987,044	(354,375)	(1,105,358)	29,966	46,559,036	324,490	66,443,705
Total liabilities and fund balance	\$ 11,464,963	\$ 11,987,044	\$ 499,116	\$ (294,585)	\$ 29,966	\$ 84,602,818	\$ 930,216	\$ 109,219,538
Beginning fund balance								
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,853,683	\$ -	\$ 45,853,683
Major Maintenance and Equipment Replacement	-	-	-	-	-	569,073	-	569,073
Restricted	703,272	178,467	380,898	(1,105,355)	29,930	-	-	(516,060)
Future Operations	-	11,761,324	-	-	-	-	315,466	12,780,062
	\$ 703,272	\$ 11,939,791	\$ 380,898	\$ (1,105,355)	\$ 29,930	\$ 46,422,756	\$ 315,466	\$ 58,686,758
Current year income	17,551,441	47,253	5,284,538	(3)	36	2,450,856	20,441	25,354,562
Current year expenses	9,251,811	-	6,019,811	-	-	2,314,576	11,417	17,597,615
Ending fund balance	\$ 9,002,902	\$ 11,987,044	\$ (354,375)	\$ (1,105,358)	\$ 29,966	\$ 46,559,036	\$ 324,490	\$ 66,443,705

Jackson College
Balance Sheet
Building and Site Fund - FY 21
September 30, 2020
Preliminary - Unaudited

	Building and Site Fund
Assets	
Cash	\$ 797,408
Investments	-
Accounts receivable	9,995
Due from other funds	-
	<hr/>
Total assets	807,403
	<hr/>
Liabilities and Fund Balance	
Accounts payable	22,120
Other liabilities	-
	<hr/>
Total liabilities	22,120
	<hr/>
Fund balance	785,283
	<hr/>
Total liabilities and fund balance	\$ 807,403
	<hr/> <hr/>

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Three Months Ended September 30, 2020
Preliminary - Unaudited

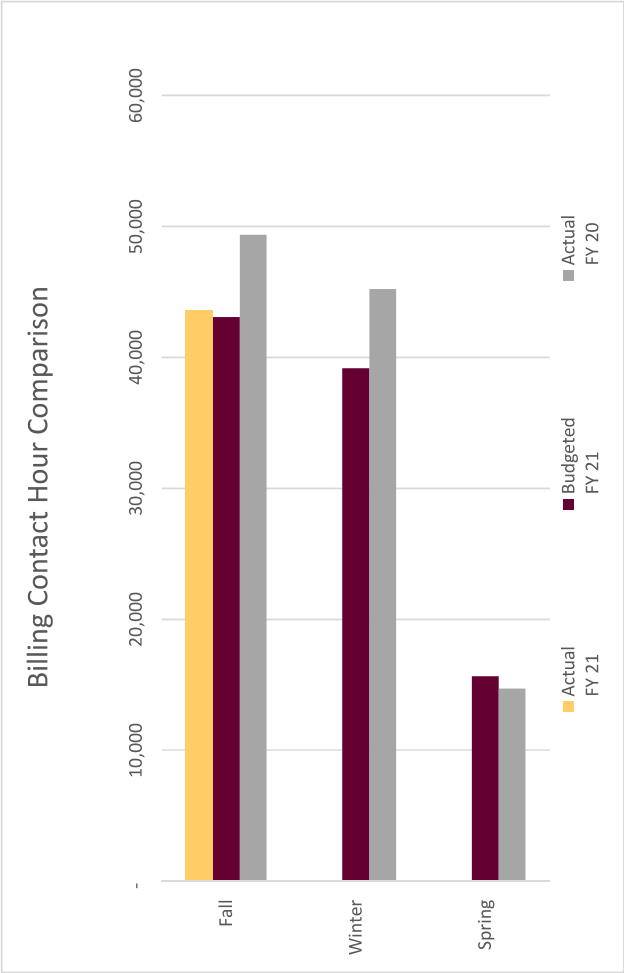
	Balance July 1, 2020	Revenue	Expenditures	Balance September 30, 2020
Major Maintenance and Equipment Replacement	\$ 569,073	\$ 1,405,549	\$ 1,189,339	\$ 785,283
	<hr/>	<hr/>	<hr/>	<hr/>
Total	\$ 569,073	\$ 1,405,549	\$ 1,189,339	\$ 785,283
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Jackson College
Cash and Investments by Fund - FY 21
September 30, 2020
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,724	\$ 2,724
Petty Cash	(560,472)	3,532,416	303,600	(298,707)	417,263	13,240	797,408	3,859,387	306,054	8,370,189
Cash-Comerica Bank Pooled	-	-	623	4,122	59,339	-	-	-	-	64,084
Cash-Comerica Federal Funds	200,150	-	25,543	-	-	-	-	-	-	225,693
Cash-So Mich National	361,109	-	50	-	-	-	-	-	585	361,744
VISA Account	234,015	-	29,361	-	-	-	-	-	-	263,376
Cash-United Bank	-	-	2,399	-	-	-	-	-	-	2,399
Cash-Federal Direct Loan	9,197	-	25,000	-	-	-	-	-	-	34,197
Cash-Comerica State Wire	16,673	-	(1,548,951)	-	(537,222)	-	-	-	-	(2,069,500)
Cash-Payroll	13,926	-	-	-	-	-	-	-	-	13,926
JC One Card	4,459	-	-	-	-	-	-	-	-	4,459
Ref Pay	674	-	-	-	904,767	-	-	-	-	904,767
Cultural Affairs Checking	-	-	-	-	-	-	-	-	-	-
MN/TP	-	-	-	-	-	-	-	-	-	-
Certificates of Deposit	-	-	-	-	-	-	-	-	-	-
MILAF	2,000,000	8,414,978	-	-	-	-	-	-	-	10,414,978
Bond capital project	-	-	-	-	-	-	-	939,826	-	939,826
	2,279,731	11,947,394	(1,162,375)	(294,585)	844,147	13,240	797,408	4,799,213	309,363	19,533,536
Investments	-	-	-	-	-	16,726	-	-	-	16,726
Common Stock	-	-	-	-	-	-	-	-	-	-
Total cash and investments	\$ 2,279,731	\$11,947,394	\$ (1,162,375)	\$ (294,585)	\$ 844,147	\$ 29,966	\$ 797,408	\$ 4,799,213	\$ 309,363	\$ 19,550,262

Jackson College
Billing Contact Hours
September 30, 2020
Preliminary - Unaudited

Semester:	Budgeted FY 21	Actual FY 21	Actual Percentage	Actual FY 20	Prior Year Percentage
Fall	43,082	43,611	101.2%	49,363	88.3%
Winter	39,165	-	0.0%	45,213	0.0%
Spring	15,666	-	0.0%	14,726	0.0%
Total	97,913	43,611	44.5%	109,302	39.9%



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2020



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

Subject to be Discussed:

10.1 Principles of Policy Governance

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