AGENDA

1.0 Call to Order

2.0 Roll Call

3.0 The Pledge of Allegiance to the United States of America

4.0 Communications
   4.1 Visitor Comments
   4.2 Board Items:
      4.2.1 Conflict of Interest Consideration
      4.2.2 Board Comments
   4.3 Consideration of Minutes
      4.3.1 Regular Meeting Minutes of September 10, 2018
      4.3.2 Planning Session Meeting Minutes of October 3, 2018
   4.4 Marketing Report

5.0 ENDS Performance Report
   5.1 ENDS Diversity, Equity, Inclusion and Global Board Monitoring Report
   5.2 Treasurer’s Report FY 2019 Q1 Report
      5.2.1 ORS Update
      5.2.2 Audit Update

6.0 Action Items
   6.1 Second Reading
      6.1.1 General Executive Constraints
      6.1.2 Human Relationships
   6.2 Consideration of a Resolution for Liquor License
   6.3 Consideration of the FY ’19 Jackson College Strategic Agenda
   6.4 Consideration of a Date for the Spring 2019 Board Planning Session
   6.5 Appointment of Voting Delegate for the 2018 ACCT Leadership Congress

7.0 Information Items
   7.1 First Reading
      7.1.1 Compensation and Benefits
      7.1.2 Board Members Code of Conduct
      7.2.3 Emergency Presidential Succession Plan
   7.2 President’s Report
      7.2.1 Legislative
      7.2.2 College Items
      7.2.2.1 Upcoming Events
      7.2.3 Global Warming News Article

8.0 Adjournment
Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>4.0  Communications</th>
</tr>
</thead>
<tbody>
<tr>
<td>(BOARD POLICY: GOVERNANCE PROCESS: Governing Style)</td>
</tr>
</tbody>
</table>

Executive Summary:

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

4.1 Visitor Comments
4.2 Board Items:
   4.2.1 Conflict of Interest Consideration
   4.2.2 Board Comments

In addition, the following communications are provided on the agenda for meeting records and other operational communications:

4.3 Consideration of Minutes
   4.3.1 Regular Meeting Minutes of September 10, 2018
   4.3.2 Planning Session Meeting Minutes of October 3, 2018
4.4 Marketing Report

Resource Impact:

None

Requested Board Action:

Approval of Board Meeting Minutes

Action Taken:

None
The regular meeting of the Board of Trustees of Jackson College was held in the Boardroom on Monday, September 10, 2018 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson, Michigan 49201.

Vice Chairman Crist called the meeting to order at 6:30PM Eastern Daylight Time.

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

Board Member Absent: Chairman, Sam Barnes

Others Present: Dr. Daniel Phelan, Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jeremy Frew, Jason Valente, Lee Hampton, Jolene Chapman, Michael Masters, Dennis Baskin, Martha Fuerstenau, Alana Tuckey, Jennifer Brooket, Nathan Venske, Dr. Todd Butler, Chas Lietaert, Liz Andrews, and Dotty Karkheck.

COMMUNICATIONS
Visitor Comments
Trustee Hoffman introduced Martha Fuerstenau, President of American 1 Credit Union and shared that she is attending to observe policy governance which the Credit Union is looking to implement.

Dr. Kate Thirolf, Vice President for Instruction introduced Dr. Dennis Baskin, Dean of Business.

Board Comments
There were no conflicts of interest.

Trustee Lake and Trustee Mathein both commented on their positive experience serving hot dogs during Jet Jam.

Dr. Phelan noted the addition of other administrators in the audience, which is in response to the Board asking that he work toward on succession and emergency planning for senior-level administrators. Each of those in attendance introduced themselves.

Consideration of Minutes
The minutes of the regular Board meeting on August 13, 2018 were moved into the record by Vice Chairman Crist on behalf of the Trustees.
**Marketing Report**
Dotty Karkheck, Director of Marketing provided the marketing report.

**ENDS PERFORMANCE MONITORING REPORT**
*Customer Service Board Monitoring Report*
Jeremy Frew, Vice President of Student Services at Jackson College, presented the Customer Service Board Monitoring Report. He provided highlights of the report on a PowerPoint slide deck and addressed questions from the Board. A complete copy of the report is located on the Board’s webpage: [https://www.jccmi.edu/institutional-research/performance-monitoring/](https://www.jccmi.edu/institutional-research/performance-monitoring/)

**ACTION ITEMS**

*Second Reading: Delegation to the President, President’s Job Description & By-Laws*
President Phelan presented the Delegation to the President, President’s Job Description and By-Laws policies. **MOTION BY TRUSTEE HOFFMAN** “To approve the Delegation to the President, President’s Job Description and By-Laws policies.” **MOTION PASSED UNANIMOUSLY.**

*Consideration of Strategic Value Template*
President Phelan presented the Best Practices Resolution, a requirement of Michigan Public Act 265 of 2018 **MOTION BY TRUSTEE LAKE** “To approve the Delegation to the President, President’s Job Description and By-Laws policies.” **MOTION PASSED UNANIMOUSLY.**

*Consideration of President’s Contract*
Vice Chairman Crist opened the floor for discussion on the President’s contract. Following discussion, Trustee Heins brought forward a motion for a one-time 5% bonus. **MOTION BY TRUSTEE HEINS** “To approve a 5% bonus, based on the President’s base salary, effective September 1st. No changes will be made to the current contract.” **MOTION PASSED UNANIMOUSLY.**

**INFORMATION ITEMS**

*Board Policy First Reading Items: General Executive Constraints and Human Relationships*
The General Executive Constraints and Human Relationships policies were presented for the Board’s first consideration. The policies were moved to second reading consideration.

*President’s Report*
President Phelan thanked Trustee Hoffman for inviting Senator Mike Shirkey and Representative Julie Alexander to meet with the Board, prior to the board meeting.

President Phelan provided college updates including TCS2 branding efforts, an update from the Higher Learning Commission on the Colleges transition to an Open Pathway and shared upcoming College events. President Phelan also reminded the Board to complete the Safe Colleges Training.
ADJOURN
MOTION BY TRUSTEE HOFFMAN “To adjourn.” MOTION PASSED UNANIMOUSLY,
Meeting adjourned at 7:30PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday,
September 10, 2018 were approved at the regular meeting of the Board held on October
8, 2018.

_______________________
Secretary

_______________________
Chairman
The fall planning session of the Board of Trustees of Jackson College was held in room 145 in Bert Walker Hall on Wednesday, October 3, 2018 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson, Michigan 49201.

Chairman Barnes called the meeting to order at 8:30AM Eastern Daylight Time.

**Board Members Present:** Chairman, Sam Barnes; Vice Chairman, John Crist; Trustee, Philip Hoffman (9:30AM); Trustee, Dr. Ed Mathein; Treasurer, Donna Lake and Secretary, Sheila Patterson.

**Board Member Absent:** Trustee, Matt Heins

**Others Present:** Dr. Daniel Phelan, Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jeremy Frew, Jason Valente, Lee Hampton and Dr. Kate Thirolf.

**Review of Mission, Vision, Beliefs and Values**
A review of the College’s mission documents was held. Chairman Barnes suggested the addition of another Values Statement that would address added the College’s commitment to “Equity.” Discussion followed with President Phelan noting that it would be brought forward for Board consideration at a future meeting.

**New Balanced Scorecard: TCS2 Report**
President Phelan and Chief of Staff, Sara Perkin provided an overview of a proposed new College Scorecard. He noted that the draft presented represented his commitment to update the current instrument in favor of a tool that was aligned with TCS2. Conversation addressed specific improvements that included including adding percentages to the pie charts and sharing comparison data from at the state and national levels. In addition to the scorecard, trend data will continue to be brought forward as part of ENDS monitoring reports.

**Status of Strategic Agenda**
President Phelan and Leadership Council members provided final outcomes from the FY ’18 strategic agenda initiatives and introduced the new FY ’19 initiatives.

**Status of HLC Open Pathway Transition**
Sara Perkin provided an overview of the transition with the Higher Learning Commission (HLC) from the AQIP Pathway to the Open Pathway.

**Facilities**
Jim Jones, Vice President of Facilities and Information Technology, provided an update on campus master planning, deferred building and site maintenance plan, concerns
regarding the Dahlem Center and related plans, construction plans including the west beltway improvements, and the campus mall project. In addition, President Phelan introduced the concept of a Tiny Village, a housing prototype space that would provide housing for single parents married students, seniors and other possible uses. Mr. Jones provided an update on the Photovoltaic Array Test Site on the Central Campus, immediately west of the wind generator.

_Economic Development & TBL Update_
President Phelan provided an update on College efforts related to the Triple Bottom Line (TBL). Additionally, he shared information related to recent meetings with community partners focused on economic development and the potential for the College’s expanded involvement.

_Second Chance Pell Update_
Jeremy Frew and Dr. Kate Thirolf provided updates on the Prison Education Initiative (PEI) including enrollment, Phi Theta Kappa and conversations with the New York based Vera Institute of Justice. Also shared were enrollment goals, as well as the transition of PEI from Instruction to Student Services, and expansion of PEI instruction into other State prison facilities.

_ACCT Equity Action Agenda Report_
President Phelan shared the ACCT Equity Action Agenda Report with the Trustees and asked if they were other areas they would like the College to address. Lee Hampton, Chief Diversity Officer, shared equity efforts underway at Jackson College. Cindy Allen shared practices related to hiring to ensure equity is part of the practice.

_Popcorn Topics_
Leadership Council members provided brief updates from their respective works. Cindy Allen shared that work on Title IX continues; Darrell Norris shared a couple of recommendations from the auditors; and Jim Jones provided updates on cyber security efforts. Board of Trustee’s shared brief updates as well. Trustee Lake reminded the group of the upcoming Oktoberfest; Trustees Crist and Patterson expressed their appreciation for the work being done; and Trustee Hoffman confirmed that additional legislators were attending the upcoming pre-board meeting dinner.

_TCS2: Serving the Whole Student_
President Phelan provided an overview on the work being done serving the Whole Student. He noted that the primary focus right now is food insecurity, though there is significant concurrent work underway. This work has included conversations with employees and departments as well as external partners.

_Board Operating Items_
Sara Perkin inquired on board preferences for setting both the Spring Planning Session Date and Christmas Dinner Date as well as shared the dates for the 2019 National Legislative Summit in February.
Trustee Hoffman stated that he will be co-presenting at the upcoming ACCT Leadership Congress.

*Plus/Delta*

The Board liked the space and setup for the meeting, however, hearing folks on the opposite end of the table was a little difficult.

*Adjournment*

Meeting adjourned at 1:12PM.

The foregoing minutes of the fall planning session of the Board of Trustees held on Wednesday, October 3, 2018 were approved at the regular meeting of the Board held on October 8, 2018.

_______________________
Secretary

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

<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
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</table>
| 5.1 ENDS Board Monitoring Report: Diversity, Equity, Inclusion and Global  
  *(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)* |

Achievement of broad scale equitable outcomes, for all audiences, in all aspects of institutional diversity, is a high priority for the College and the Board, as demonstrated by both policy and practice. Consequently, many initiatives are in place throughout the College, and in the broader community, designed to better evaluate related needs, and work on satisfying those needs toward institutional and personal improvement. The included Diversity, Equity, Inclusion and Global ENDs Monitoring Report examines the College’s functioning and related strategies with respect to institutional diversity at all levels.

Lee Hampton, the College’s Chief Diversity Officer, will be on hand to present as well as answer any Board questions.

<table>
<thead>
<tr>
<th>Resource Impact:</th>
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<tbody>
<tr>
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<table>
<thead>
<tr>
<th>Requested Board Action:</th>
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<tbody>
<tr>
<td>None</td>
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<table>
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<tr>
<th>Action Taken:</th>
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<tbody>
<tr>
<td>None</td>
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</table>
ENDs Monitoring Report
Diversity, Equity, Inclusion and Global
October 2018

Presented to:
Dr. Daniel J. Phelan, President
Jackson College Board of Trustees

Presented by:
Lee Hampton, Chief Diversity Officer
Kelly Crum, Director of Multicultural Affairs
I. Executive Summary

This ENDs Monitoring Report examines Jackson College’s operations and related strategies with respect to institutional diversity, equity, inclusion and global, at every level. Achieving broad scale equitable outcomes in all aspects of institutional diversity is a College and board priority, and it is part of the College’s overall strategic plan. Various campus and community efforts are being undertaken to accommodate the needs of, and service to, the diverse populations within the College’s tri-county service area and beyond.

Several diversity-focused initiatives have been initiated and sustained at the College during the past year. The College has scaled up the Men of Merit and Sisters of Strength programs, adding a MOM and SOS leader for each of the three housing units.

In spring 2017, Jackson College added the position of Chief Diversity Officer. This position was added to provide strategic oversight diversity initiatives in collaboration with Human Resources. Additionally, this position is a cabinet level position reporting directly to the College President. Director of Multicultural Affairs, Lee Hampton, was appointed to this position and Assistant Director of Multicultural Affairs and, Kelly Crum, was appointed to the position of Director of Multicultural Affairs.

Antoine Breedlove was added to the talented staff of Multicultural Affairs and has made a huge impact to assist with retention initiatives for students of color. Antoine has increased the number of African American males who completed the Student Success Assessment and have been interviewed and connected to proper resources to their completion on campus. The College continues a partnership agreement with Qualtrics, a data analytics and survey reporting organization that translates key student survey information into actionable student retention initiatives for both Student Success Navigators and Multicultural Affairs staff.

The Woodrow Wilson Jr. Multicultural Center

The Jackson College Woodrow Wilson Jr. Multicultural Center is approaching its sixth anniversary and continues to host many community outreach initiatives and professional development activities for the students and is a much needed and welcoming center.

The Multicultural Center Student Program Coordinator has added to the Center’s connection of the students and has greatly increased the percentage of student engagement with the center. Numbers continue to rise with over a 1,000 student visit increase over the 2017/18 school year. (Exhibit E).

**Exhibit E: Multicultural Center Services/Usage**

<table>
<thead>
<tr>
<th>2016-17 Services/Usage</th>
<th>2017-18 Services/Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2073</td>
<td>3261</td>
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</table>
SEMs 140 Seminar with Focus on Males of Color

Last fall a special SEM 140 (Seminar in Life Pathways (formally FYS) course, that focused particularly on strategies of Men of Merit Leadership Program, was launched. Participation rates for 2016/2017 semesters were: FL 2016 - 23, WN 2017 - 14 and FL 2017 - 23. FL 2018 - 24. SEM 140 Seminar in Life Pathways is the gateway course to Jackson College, required of all students, save second-admit programs students. This particular section includes a leadership lab on Friday morning, designed to strategically assist in developing the leadership potential of the African American male student. The lab explores current and historical African-American male leaders in the U.S., their leadership attributes and skills that they acquired and developed as they relate to the On Course principles (i.e., empowering students to become active, responsible learners who can thrive in a learner-centered environment). The lab includes field trips, guest speakers, action projects, and other activities intended to unlock each participant's leadership potential. This course has become very popular and reached its maximum enrollment limit before fall 2017 enrollment ended. To meet the increased student demand, a second section was added for fall 2018. The student responses from taking the course has been very positive with an over 85% completion rate for participating students with the average student GPA above a 3.0.

Men of Merit Prison Initiative

During summer 2017 a new Men of Merit initiative was launched as part of our comprehensive effort to serve the state’s prison population, with the goal of increasing student engagement, retention, and leadership skills. The Men of Merit prison-based pilot initiative was launched with a very strong start with 66 students participating in the first module.

In the fall semester 2017 we fully integrated Jackson College Men of Merit Leadership initiative at Michigan Department of Corrections Cooper St. Facility in Jackson. In the fall 2017 semester there were 98 students. In the winter 2018 semester, there were 98 students which included new members. There were 31 students who re-enrolled in the 2018 winter semester, but were not able to be actively involved in the Men of Merit program.

Discussions are underway to launch Men of Merit in other Michigan prison facilities, beginning with Cotton facility in 2019.

Students of Color Assessment

Lee Hampton received the National Qualtrics Award for the African American Male Assessment Tool in March 2017. The “The Insight to Education” award from Qualtrics was presented at their National Conference in Utah. The award was received at the
result of the development of students of color assessment tool which significantly enhances higher education’s understanding of enrolling students of color, and provides Student Success Navigators with a narrative about each student, from which the Navigator can focus upon deepening a relationship with each student, as well as attend to their particular needs and be mindful of potential areas for added student support.

Jackson College continues to receive national attention with its online Males of Color Assessment Survey. The assessment tool collects data regarding students’ educational background, home life, and various experiences and perspectives, in order to best support them in areas where they may require it. Several colleges have implemented the assessment in their own institutions, after which point data is collated, analyzed and shared to guide institutional decision to improve academic outcomes and retention rates. Due to its success, this tool has also been developed for broad college-wide use among all student groups and is used by our Student Success Navigators to better understand the particular needs of all students.

Employee Diversity

The diversity of our College’s workforce remains a priority. We recruit a broad applicant pool, always hiring the best applicant. The College’s employee for FY ‘18 was 5.4% percent, down 3% from FY ‘17, which excluded adjunct faculty. These data compare to the FY ‘18 student population percentage of 17% or 1,060 students of color. Increasing the employee diversity percentages remains a priority for the College. However, more indicative than the numbers are the front-line positions students may interact with on their first trip to campus, including navigators, financial aid specialists, resident director and multi-cultural student programming coordinator.

Community Diversity Commitment

The College’s commitment to diversity in the Jackson community, began in August 2018 with the MLK Center Experience College Day initiative. The project began with a group of students (grades 5 – 8), which included a tour of the College’s Central Campus, inviting students to attend various presentations, students listening to guest speakers, and included a lunch. There were 22 students in attendance in that first year.

The College has also partnered with Jackson Public Schools (JPS) to build a pipeline to increase enrolling academically prepared underrepresented populations. In the fall 2017, we launched the new Men of Merit/Sisters of Strength Leadership initiatives at Parkside Middle School with 30 eighth grade students in attendance. A curriculum was built, with leaders of the community and Jackson College Men of Merit and Sisters of Strength partnering to facilitate the new Parkside Middle School bi-weekly initiative. Results included 30 students who presented at the 2018 MLK Dinner.

The Jackson County Prosecutor’s Office partnered with Jackson College to host the 6th Annual Drug Summit in December at Jackson College. The College also collaborated
with local law enforcement to host A Human Trafficking Summit: Exploring Modern Day Slavery in America, which took place on October, 2017.

II. Institutional Context

In an increasingly global economy, and as defined by its mission, Jackson College believes that by embracing our commitment to diversity, we enrich the educational experience and offer an inclusive and welcoming environment for all our students and employees. Furthermore, the College believes that a solid level of cultural and ethnic competency is absolutely essential for our graduates to be successful in an increasingly global society and workplace.

Lux et Veritas Committee (Light and Truth)

Following high-profile events in the news, in politics and across the country on college campuses, Jackson College President Daniel J. Phelan called together a new task force earlier this year, later called Lux et Veritas, Latin for light and truth (words taken from the College’s Great Seal). Lux et Veritas members are called to promote an inclusive, civil, diverse and secure campus for all students, employees and guests. In deciding how to go about their charge, members decided to host four symposia a year – two in fall, and two in winter, specifically:

- Why be civil?;
- What is Inclusion? ;
- What is truth?; and
- The Role of Academia?

The symposia are comprised of Administration, faculty, and staff. New Symposiums/Projects/Programs are currently in the planning stages for the current academic year.

Spectrum Training

The College has also undertaken active, two-hour training and education on inclusion and understanding regarding diverse gender and sexual identities. From August 2017 through August 2018, the College held 17 training events, with 173 individuals attending. Training programs were held at all Jackson College campuses. Presenters included College Administrators, faculty and staff.

Diversity and Equity Training

Additionally the College also provided additional training throughout the year. Specifically:

- Jaquan Hawkins (Oakland Community College) Presented at 2017 winter convocation
• **Willie Lewis** (Spring Arbor University) presented at adjunct learning days (Sept 2018)

• **Amy Gamez** (Jackson College) provides equity cohorts for JC employees (Ongoing)

• **Multicultural Affairs** provides diversity and equity training employees and greater Jackson community

• **Lee Hampton** served on MCCA Equity panel with Aspen Institute (Sept 2018)

**Multicultural Affairs Alumni Dinner**

The Jackson College Multicultural Affairs and Jackson College Foundation hosted the first ever inaugural alumni and friends community diversity dinner this fall October, 2018 with over 90 in attendance. Hosted By: Mr. Woodrow Wilson Jr., a retired Jackson College faculty member and Mr. Charles Anderson, former Jackson College Trustee. The goals of the gathering included:

- Increase alumni of color participation in campus programs and initiatives.
- Diversify Foundations donor base.
- Develop a list of alumni mentors.

**Malcolm X’s Daughter Visit**

Ilyasah Shabazz, daughter of the late Malcolm X, was the keynote speaker at Jackson College in March 2018. To achieve this opportunity, the Michigan Humanities Council partnered with Jackson College to feature her book “X: A Novel”. Her book explores the Michigan roots of Malcolm X, including the early life experiences, both good and bad, that molded him into one of the most prominent leaders of the 20th century.

**Jackson College International Student Institute**

The College’s International Student Institute (ISI) is a strategic priority for Jackson College as well and works to ensure that our graduates possess global competency upon the completion of their studies. International students are an important resource at Jackson College, especially because they create new educational and cultural experiences for our campus and community by engaging with the Multicultural Affairs. At the fall convocation this year, Darren Chase, the ISI Director, received College-wide recognition with the bestowing of the College’s TCS2 award for his outstanding leadership and commitment to service of our students.

**Curriculum Diversity**

In terms of mindfully expanding coursework to reflect a focus on diversity, the College has broadened the College’s Associate Degree to include the requirement of General Education Outcome, GEO7: “Understand and respect the diversity and interdependence of peoples and cultures.”
III. External Context

In August 2016, the Strategic Planning and Institutional Effectiveness Council shared an external analysis and literature review of five professional articles related to diversity. The primary focus was to examine ways to increase cultural competence and awareness, and provide a safe environment in which students feel comfortable exploring their differences. The literature review and SWOT (i.e., strengths, weaknesses, opportunities, and threats) analysis identified a number of key national and Jackson College-specific employee and student challenges and opportunities, as represented by the sampling below:

Challenges:

- Recruiting qualified faculty and adjuncts remains challenging at Jackson College. Jackson College has doubled down on overcoming this challenge;
- In the face of recent high profile events related to racial diversity, colleges must continue to promote a positive racial climate and be willing to explore difficult and uncomfortable topics;

Opportunities:

- Diversity is an important issue for colleges, not only race, ethnicity, and gender but also religion, sexual orientation, socioeconomic status, and age. The benefits of diversity are social development, advancement of creative thinking, and the enhancement of self-awareness; and
- Colleges need to look at more than just the hiring process for increasing the number of non-white faculty members. Leadership programs, opportunities for people to share cultural experiences and mentoring programs are just a couple examples.

IV. Institutional Performance Reporting and Assessment

Multicultural Affairs Engagement Events/Initiatives

In an effort to develop and maintain a welcoming and culturally diverse campus Jackson College Multicultural Affairs engages in various campus events, programs, and initiatives. The events, programs, and initiatives have serves thousands of students and community members over the course of the 2017/18 school year. The number of attendees and participates continue to rise. The data covering the events, programs, and initiatives are list in Exhibit B below:
Exhibit B: Multicultural Affairs Events List

<table>
<thead>
<tr>
<th>Event</th>
<th># attended 2018</th>
<th># attended 2017</th>
<th># attended 2016</th>
<th># attended 2015</th>
<th># attended 2014</th>
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<tr>
<td>MOM/SOS Kickoff (September)</td>
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<td>65</td>
<td>55</td>
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<td>75</td>
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<td>Hispanic Heritage (September)</td>
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<td>African American Male Summits (Spring)</td>
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<td>AAM II 275</td>
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<td>Native American Month Celebration (November)</td>
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<td>Human Trafficking (November)</td>
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<td>Drug Summit (December)</td>
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<td>MOM/SOS Kickoff (January)</td>
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<td>MLK Community Celebration (January)</td>
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<td>MLK Day Forum</td>
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<td>Black History Month Celebration (February)</td>
<td>200</td>
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<td>Domestic Violence Forum (March)</td>
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<td>Women of Color Conference (April/May)</td>
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<td>Juneteenth (June)</td>
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<td>Kente</td>
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<td>Barbershop Mentoring</td>
<td>15</td>
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<td>MLK Center Experience College Day (August)</td>
<td>22</td>
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Men of Merit (MOM) and Sisters of Strength (SOS) Achieving the Dream Initiatives

Men of Merit and Sisters of Strength are service and leadership initiatives that focus on increasing the engagement and retention of students of color at Jackson College. MOM and SOS have consistently had retention rates between 74 percent and 95 percent (exhibit C). National reviewers have applauded the dedicated space for Achieving the Dream initiatives in the Multicultural Center. A new component this year is the addition of MOM and SOS combined meeting on Mondays and Tuesdays will continue, maintaining the total number of weekly meetings at five. MOM and SOS has leaders in each of the three housing units to assist with cultural training and awareness activities. JC also established a K-12 MOM and SOS mentoring partnership at JPEC and DaVinci schools. Jackson College Men of Merit and Sisters of Strength has launched a partnership with Parkside School (Jackson Public Schools) this fall 2018.
Exhibit C: MOM and SOS Retention Rates

<table>
<thead>
<tr>
<th>Men of Merit</th>
<th>Total #</th>
<th>Total Retained FL-WN</th>
<th>FL-WN Retention Rate</th>
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<tbody>
<tr>
<td>Fall 2011</td>
<td>27</td>
<td>22</td>
<td>81%</td>
</tr>
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<td>Fall 2012</td>
<td>28</td>
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<tr>
<td>Fall 2013</td>
<td>32</td>
<td>29</td>
<td>91%</td>
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<tr>
<td>Fall 2014</td>
<td>49</td>
<td>40</td>
<td>81%</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>65</td>
<td>51</td>
<td>79%</td>
</tr>
<tr>
<td>Fall 2016</td>
<td>51</td>
<td>32</td>
<td>63%</td>
</tr>
<tr>
<td>Fall 2017</td>
<td>55</td>
<td>46</td>
<td>84%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sisters of Strength</th>
<th>Total #</th>
<th>Total Retained FL-WN</th>
<th>FL-WN Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2011</td>
<td>21</td>
<td>18</td>
<td>86%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>27</td>
<td>20</td>
<td>74%</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>42</td>
<td>38</td>
<td>90%</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>73</td>
<td>68</td>
<td>93%</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>95</td>
<td>87</td>
<td>92%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Men of Merit Prison</th>
<th>Total #</th>
<th>Total Retained FL-WN</th>
<th>FL-WN Retention Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>98</td>
<td>88</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Parkside Mentoring</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>30</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

County Jail and Department of Corrections Partnership

Following the first Jackson College African American Male Summit in 2008, the College partnered with former Sheriff Dan Heyns to promote higher education at the Jackson County jail. These individuals are now eligible to use the Pell grant, following the work of the College to be included in the Second Chance Pell Pilot Program. Jackson College continues to expand class offerings in the prison system around the State with amazing results in grade point average, persistence and retention. President Phelan and the PEI, Student Services and Instructional Staff are working diligently to advance inmate-student participation to the 1,305-student authorization, with the Michigan Department of Corrections. Jackson College is the largest prisoner education program in the country.

Community Partnership

The College has hosted or helped to launch a number of programs and services in the broader community. Among them:

*Reducing Gun Violence*: In an effort to reduce gun violence in Jackson County, Jackson College Multicultural Affairs partnered with Jackson Police Department, Jackson Sheriff Department, Michigan State Police, the county of Jackson, the city of Jackson. Several
community meetings, forums, and leadership strategy sessions were held. Data and information was gathered from each meeting and recommendations were presented to Jackson County and City of Jackson leadership.

**Jackson Juneteenth**: Jackson College partnered with Consumers Energy, Spring Arbor University, Baker College, County of Jackson, Henry Ford Allegiance, and City of Jackson to host the 2017 Juneteenth celebration. New strategy for Juneteenth focuses on the 5 pillars: Financial Literacy, Employability, Educational Attainment and Health Living. 2017 Juneteenth was held at the CP Federal City Square (downtown Jackson) with over 1,000 in attendance and over 35 vendors participating which included youth kids zone and petting zoo.

**Domestic violence Forum**: Jackson College partnered with the Jackson Criminal Justice Department to host the Domestic Violence Forum (April 2018) and the Human Trafficking Forum (October 2017) to increase the community awareness that affect our students as well as criminal justice system. Partnership continues with the both forums

**Diversity Committee**

Jackson College has a diversity committee that meets monthly to assist with the College’s overall objectives and the diversity goals established in the strategic plan. This committee’s responsibilities range from serving on each hiring committee, to assisting the diversity office with larger-scale events as well as discussing state and national news stories. The committee has recently grown to 18 members, and is comprised of faculty, staff and administrators. [Goals and gains?]

**Faculty Diversification Initiative**

This initiative has been launched to produce a strategic plan to diversify full and part-time faculty, staff and administration. The goal the committee plan is to be completed by Spring 2019. The committee consists of a number of faculty, Leadership Council members and Administration. [Goals and gains?]

**Employee Diversity**

Jackson College employees who identify as persons of color, have consistently made up approximately 8.4% of our total workforce (see exhibit D). Recent modification to the hiring process and outreach has increased the numbers in our full-time faculty and administration.

This year we have six persons of color in key administrative positions at the College; two of the newest additions of diverse employee have been in resident housing and in the Vice President for Instruction’s Office. As well, we have added persons of color in front line areas, such as financial aid and navigators. Please note the total number
looks like a decrease, primarily because our part-time faculty pool are run through EduStaff.

**Exhibit D: Employee Diversity Five Year Trend**

Diversity

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (FT)</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Faculty (PT)*</td>
<td>19</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Administration</td>
<td>4</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Classified/Technician</td>
<td>8</td>
<td>8</td>
<td>7</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>37</td>
<td>22</td>
<td>20</td>
<td>23</td>
<td>16</td>
</tr>
</tbody>
</table>

**Total Workforce**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
<th>2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty (FT)</td>
<td>87</td>
<td>76</td>
<td>74</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Faculty (PT)*</td>
<td>320</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>Na</td>
</tr>
<tr>
<td>Administration</td>
<td>42</td>
<td>54</td>
<td>49</td>
<td>49</td>
<td>40</td>
</tr>
<tr>
<td>Classified/Technician</td>
<td>106</td>
<td>112</td>
<td>115</td>
<td>218</td>
<td>185</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>555</td>
<td>242</td>
<td>238</td>
<td>335</td>
<td>293</td>
</tr>
</tbody>
</table>

Data Source: IPED Human Resources Survey Fall 2016
*Members of Edustaff & info not available

[We need to have goals overlaid with this chart to inform our progress]

**V. Institutional Performance Improvement Planning**

**Jackson College Breakfast Initiative**

At the direction of President Phelan, beginning in November, 2018 Jackson College will host three community breakfasts of color for community leaders. This is an effort to increase institutional understanding of the particular needs of specific diverse populations in our service area. It is our hope that this focus group information will provide guidance to the College in providing necessary programs and services to each of these audiences, as well as to encourage more interaction and communication with all principal races in our community. The focus group meeting schedule as follows:

- November 1, 2018 - African American Community Breakfast
- November 7, 2018 - Indian Community Breakfast
- November 8, 2018 - Latino Community Breakfast

Multicultural Affairs Community Advisory Board

Jackson College Multicultural Affairs is establishing a community advisor board. The board will consist of selected group a Jackson College graduates and community leaders. The advisory board will meet quarterly and provide strategic advice concerning matters and initiatives involving Jackson College Multicultural Affairs.

Ready, Set, Jet (Summer Bridge Initiative)

Jackson College summer bridge initiative for students who do not academically qualify for campus housing. Students are brought in as a cohort and take a full course load over the summer. Students are partnered with peer success coaches. The students who successfully pass their summer courses will be admitted into campus housing for the fall semester.

- 14 students admitted for summer 2018
- Goal for summer 2019 – 50+ Students

Administrator Diversification Committee

In an effort to increase the diversity of the administration of Jackson College an Administrator Diversification Committee will be established spring 2019. The committee will be tasked with establishing a strategic process for diversifying the administration of Jackson College.

Campus Diversity and Student Life Campus Programing

The College has a growing number of current and planned student life groups and programs, including LBGTQ Student group, student government, International Student Organization, Phi Theta Kappa, ABIG, the African Drum Ensemble, and dance teams. Additionally, the College hosts a wide variety of multicultural campus programs and events, including Native American Heritage Month celebration, Hispanic Heritage Month celebration, Black History Month celebration, Lunch around the World (international student celebration), Dr. Martin Luther King Jr. birthday celebration, and Juneteenth music celebration.

Michigan Community Colleges Males of Color Success Summit

Jackson College is planning to host a state wide Males of Color success summit. This summit it planned for the fall 2019. The Summit is an effort to bring together practitioners to share best practices in increase the engagement, retention, and graduation rates of males of color in community colleges in Michigan.
Additional Upcoming Plans and Goals

- Jackson College will host a biannual African American Leadership Conference (alternate years from AAM Summit); AAMS will be held Spring 2019.
- Jackson College’s goal of doubling the size of the Men of Merit and Sisters of Strength programs (from 75 to 150), has currently grown to 122 students with projections to reach 150 by the end of this fiscal year 2019.
- Jackson College Men of Merit will continue mentorship with Michigan Department of Corrections, Sisters of Strength with the Huron Women’s Correctional Facility. The plan is to return this school year and continue the mentoring partnership winter 2019. [Goal?]
- A Jackson College MOM/SOS leadership trip will occur in spring 2019 and take students to Spelman College, Morehouse College and Clark Atlanta University in Atlanta Georgia.
- Jackson College has been investigating the creation of an articulation of transfer agreement with HBCU. It will continue during the Spring 2019 trip to Atlanta.
- A new focus for the fall semester of 2018 is to fully integrate the Jackson College Men of Merit Leadership initiative at the Michigan Department of Corrections Cotton facility in Jackson Michigan.
- Human Trafficking: Exploring Modern Day Slavery in America, Spring 2019
- Jackson College Multicultural Affairs will be hosting the Jackson College Women of Color Leadership and Empowerment Conference March 2020.
- Faculty Diversification Initiative is an effort to increase the percentage of employees of color.

VI. Conclusion

Jackson College recognizes that a rich, diverse environment on campus and in the classroom is vital. To this end, diversity, equity, inclusion and global efforts have been a component of each department through individual strategic plans. This report summarizes the collection of the College’s strategic efforts to increase the enrollment, engagement, and retention of its students of color. In doing so, Jackson College strives to be a major resource to local employers, as well as to local law enforcement and corrections.

The direction of this department over the next fiscal year is to continue the aforementioned programs, with an emphasis on supporting initiatives through the International Institute, and supporting our current students, especially those in student housing, with enriching and welcoming activities.
VII. APPENDICES:

Enrollment Trends Students of color

Exhibit A: Tenth Day Enrollment of Students of Color (Enrollment Trends)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>771</td>
</tr>
<tr>
<td>2014</td>
<td>860</td>
</tr>
<tr>
<td>2015</td>
<td>990</td>
</tr>
<tr>
<td>2016</td>
<td>1001</td>
</tr>
<tr>
<td>2017</td>
<td>809</td>
</tr>
<tr>
<td>2018</td>
<td>734</td>
</tr>
</tbody>
</table>

Ethnicity Break down

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>77</td>
</tr>
<tr>
<td>Black or African American</td>
<td>398</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>2</td>
</tr>
<tr>
<td>Hispanic</td>
<td>243</td>
</tr>
<tr>
<td>Two or more races</td>
<td>184</td>
</tr>
<tr>
<td>Unknown</td>
<td>1034</td>
</tr>
<tr>
<td>White</td>
<td>3130</td>
</tr>
</tbody>
</table>

Housing Demographics 18FL

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>18/FL</th>
<th>Sum:</th>
</tr>
</thead>
<tbody>
<tr>
<td>American/Alaska Native</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Asian</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Black or African American</td>
<td>196</td>
<td>196</td>
</tr>
<tr>
<td>Unreported</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>White</td>
<td>97</td>
<td>97</td>
</tr>
<tr>
<td>Others</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Sum:</td>
<td>340</td>
<td>340</td>
</tr>
</tbody>
</table>

Housing Demographics 17FL-18WN

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>17/FL</th>
<th>18/WN</th>
<th>Sum:</th>
</tr>
</thead>
<tbody>
<tr>
<td>American/Alaska Native</td>
<td>5</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>Asian</td>
<td>12</td>
<td>11</td>
<td>23</td>
</tr>
<tr>
<td>Black or African American</td>
<td>165</td>
<td>133</td>
<td>298</td>
</tr>
<tr>
<td>Unreported</td>
<td>3</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>White</td>
<td>82</td>
<td>63</td>
<td>145</td>
</tr>
<tr>
<td>Others</td>
<td>18</td>
<td>17</td>
<td>35</td>
</tr>
<tr>
<td>Sum:</td>
<td>285</td>
<td>230</td>
<td>515</td>
</tr>
</tbody>
</table>
**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>5.2</th>
<th>Treasurer's Report FY 2019 Q1 Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

**Executive Summary:**

Enclosed for your consideration is the 1st quarter financial report for FY ‘19.

Vice President of Finance, Darrell Norris will offer some general comments and to respond to any questions you may have about this Q1 report.

In addition, Vice President Norris will provide an update on the status of the ORS issue with the State, as well as the status of our FY ‘18 audit.

   5.2.1. ORS Update  
   5.2.2. Audit Update

**Resource Impact:**

None

**Requested Board Action:**

Consideration of the information presented.

**Action Taken:**

None
Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees

Prepared by the Business Office
September 30, 2018
Jackson College
Memo From Darrell Norris, Vice President of Finance
For the September 30, 2018 Financial Report

Following is the September 30, 2018 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 2018-2019 Budget as adopted at the June 2018 Board of Trustees meeting.

Revenues

- **Housing** - 18/FL actuals performed favorably compared to budget as efforts are being made to recruit and retain Housing students.

- **Contract Training** - Revenue performed favorable to budget. It is too early to tell if this is due to timing or a conservative budget estimate.

- **Potter Center** - Revenue performed favorable to budget. It is too early to tell if this is due to timing or a conservative budget estimate.

- **Miscellaneous Income** - Variance is timing as the College will not recognize income from unused meal plans until the end of the fiscal year.

Expenses

- **Services - Staffing Agency** - Savings due to timing, we expect savings to get smaller as the fiscal year progresses.

- **Services** - Lower than budget, but is due to the timing of services used.

- **Materials** - IT software purchases that require full payment in the first quarter of the fiscal year.

- **Other Operating Costs** - Under budget to date, variance is timing.

- **Capital Equipment** - Under budget to date, variance is timing.

Other Notes

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in May 2018. At September 30, 2018 interest revenues have already exceeded $30,000. These earnings are designated for future operations.
Jackson College
Memo From Darrell Norris, Vice President of Finance
For the September 30, 2018 Financial Report

• **Looking Ahead** - The College's revenues remain stable due to the addition of Summer Semester Pell Grants and the 2nd Chance Pell grant experiment. In the uncertainty that the 2nd Chance Pell Grant experiment will be made permanent, the College is adding expenses conservatively.
Jackson College
Revenue and Expense Statement
General Fund - FY 19
For the Three Months Ended September 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>2018-2019 Original Budget</th>
<th>Actual Year to Date</th>
<th>Percentage of Budget</th>
<th>Planned Percentage to Date</th>
<th>Variance of Planned Percentage to Actual</th>
<th>Prior Year to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross tuition and fees</td>
<td>$27,720,000</td>
<td>$11,801,970</td>
<td>42.6%</td>
<td>44.0%</td>
<td>$(394,830)</td>
<td>$11,974,790</td>
</tr>
<tr>
<td>Less Institutional Scholarships</td>
<td>(900,000)</td>
<td>(320,854)</td>
<td>35.7%</td>
<td>45.0%</td>
<td>84,146</td>
<td>(346,305)</td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>$26,820,000</td>
<td>$11,481,116</td>
<td>42.8%</td>
<td>44.5%</td>
<td>(310,684)</td>
<td>11,628,485</td>
</tr>
<tr>
<td>Housing</td>
<td>900,000</td>
<td>480,910</td>
<td>53.4%</td>
<td>50.0%</td>
<td>30,910</td>
<td>374,400</td>
</tr>
<tr>
<td>Property taxes</td>
<td>5,050,000</td>
<td>3,040,528</td>
<td>60.2%</td>
<td>60.0%</td>
<td>10,528</td>
<td>3,049,697</td>
</tr>
<tr>
<td>State appropriations</td>
<td>12,952,775</td>
<td>3,238,194</td>
<td>25.0%</td>
<td>25.0%</td>
<td>-</td>
<td>3,169,400</td>
</tr>
<tr>
<td>Contract training</td>
<td>100,000</td>
<td>45,904</td>
<td>45.9%</td>
<td>25.0%</td>
<td>20,904</td>
<td>19,636</td>
</tr>
<tr>
<td>Potter Center activities</td>
<td>447,000</td>
<td>136,515</td>
<td>30.5%</td>
<td>25.0%</td>
<td>24,765</td>
<td>110,127</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>620,000</td>
<td>56,461</td>
<td>9.1%</td>
<td>25.0%</td>
<td>(98,539)</td>
<td>175,510</td>
</tr>
<tr>
<td>Transfers</td>
<td>7,500</td>
<td>3,626</td>
<td>48.3%</td>
<td>25.0%</td>
<td>1,751</td>
<td>25,886</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>$46,897,275</td>
<td>$18,483,254</td>
<td>39.4%</td>
<td>33.6%</td>
<td>(320,365)</td>
<td>18,553,141</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages</td>
<td>17,654,000</td>
<td>4,011,882</td>
<td>23.0%</td>
<td>23.1%</td>
<td>(19,991)</td>
<td>4,127,794</td>
</tr>
<tr>
<td>Retirement</td>
<td>4,846,449</td>
<td>1,026,848</td>
<td>21.2%</td>
<td>23.1%</td>
<td>(92,682)</td>
<td>1,075,070</td>
</tr>
<tr>
<td>Benefits</td>
<td>3,125,000</td>
<td>739,555</td>
<td>23.7%</td>
<td>25.0%</td>
<td>(41,695)</td>
<td>773,765</td>
</tr>
<tr>
<td>Services - Staffing Agency</td>
<td>4,591,500</td>
<td>785,165</td>
<td>17.1%</td>
<td>23.1%</td>
<td>(275,472)</td>
<td>740,767</td>
</tr>
<tr>
<td>Services</td>
<td>3,132,682</td>
<td>608,013</td>
<td>19.4%</td>
<td>25.0%</td>
<td>(175,158)</td>
<td>683,133</td>
</tr>
<tr>
<td>Materials</td>
<td>2,136,400</td>
<td>711,512</td>
<td>33.3%</td>
<td>25.0%</td>
<td>177,412</td>
<td>901,128</td>
</tr>
<tr>
<td>Rent, utilities, insurance</td>
<td>1,900,000</td>
<td>508,376</td>
<td>26.8%</td>
<td>25.0%</td>
<td>33,376</td>
<td>497,621</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>3,614,393</td>
<td>694,278</td>
<td>19.2%</td>
<td>25.0%</td>
<td>(209,320)</td>
<td>811,710</td>
</tr>
<tr>
<td>Transfers</td>
<td>750,000</td>
<td>187,500</td>
<td>25.0%</td>
<td>25.0%</td>
<td>-</td>
<td>260,488</td>
</tr>
<tr>
<td>Transfers-debt service</td>
<td>4,600,713</td>
<td>1,150,178</td>
<td>25.0%</td>
<td>25.0%</td>
<td>-</td>
<td>1,081,833</td>
</tr>
<tr>
<td>Capital equipment</td>
<td>746,000</td>
<td>73,576</td>
<td>9.9%</td>
<td>25.0%</td>
<td>(112,924)</td>
<td>141,447</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$46,897,137</td>
<td>$10,496,883</td>
<td>22.4%</td>
<td>24.4%</td>
<td>(716,454)</td>
<td>11,094,756</td>
</tr>
<tr>
<td>Income over (under) expenses</td>
<td>$138</td>
<td>$7,986,371</td>
<td></td>
<td></td>
<td>$396,089</td>
<td>$7,458,385</td>
</tr>
</tbody>
</table>
Jackson College
General Fund Revenue - FY 19
For the Three Months Ended September 30, 2018

$18,483,254

Revenue by Source
Jackson College
General Fund Expenditures - FY 19
For the Three Months Ended September 30, 2018

$10,496,883

Expenditures by Source

- Wages and Benefits, $5,778,289, 55.0%
- Staffing Agency, $783,165, 7.5%
- Transfers, $187,500, 1.8%
- Capital Equipment, $73,576, 0.7%
- Other Operating Expenses, $2,522,179, 24.0%
- Debt Service, $1,350,178, 12.0%
<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Endowment Fund</th>
<th>Debt &amp; Property Fund</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$1,817,467</td>
<td>$9,509,463</td>
<td>$944,839</td>
<td>$10,358</td>
<td>$5,054,801</td>
<td>$250,336</td>
<td>$17,587,264</td>
</tr>
<tr>
<td>Investments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>12,803,984</td>
<td>-</td>
<td>-</td>
<td>62,797</td>
<td>(1,375)</td>
<td>12,865,406</td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>27,796</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27,796</td>
</tr>
<tr>
<td>Other assets</td>
<td>250,200</td>
<td>-</td>
<td>161,089</td>
<td>-</td>
<td>74,939,256</td>
<td>(598)</td>
<td>75,349,947</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>14,899,447</td>
<td>9,509,463</td>
<td>1,105,928</td>
<td>27,766</td>
<td>80,056,854</td>
<td>248,363</td>
<td>105,847,821</td>
</tr>
<tr>
<td><strong>Liabilities and Fund Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>153,490</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>153,490</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>2,976,117</td>
<td>-</td>
<td>10,276</td>
<td>-</td>
<td>34,346,350</td>
<td>-</td>
<td>37,332,743</td>
</tr>
<tr>
<td>Deferred liabilities</td>
<td>2,514,177</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,514,177</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>193,382</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>193,382</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>374,102</td>
<td>-</td>
<td>790</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>374,892</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>6,211,268</td>
<td>-</td>
<td>11,066</td>
<td>-</td>
<td>34,346,350</td>
<td>-</td>
<td>40,568,684</td>
</tr>
<tr>
<td>Fund balance</td>
<td>8,688,179</td>
<td>9,509,463</td>
<td>1,094,862</td>
<td>27,766</td>
<td>45,710,504</td>
<td>248,363</td>
<td>65,279,137</td>
</tr>
<tr>
<td><strong>Total liabilities and fund balance</strong></td>
<td>$14,899,447</td>
<td>$9,509,463</td>
<td>$1,105,928</td>
<td>$27,766</td>
<td>$80,056,854</td>
<td>$248,363</td>
<td>$105,847,821</td>
</tr>
</tbody>
</table>

**Beginning fund balance**  
Net investment in capital assets $ - $ - $ - $ - $ - $ 43,073,705 $ - $ 43,073,705  
Major Maintenance and Equipment Replacement - - - - 1,543,979 - 1,543,979  
Restricted 178,467 360,525 27,733 - - 187,338 566,725  
Future Operations 701,808 9,306,062 - - - - 10,195,208  
**Ending fund balance** $ 701,808 $ 9,484,529 $ 360,525 $ 27,733 $ 44,617,684 $ 187,338 $ 55,379,617  
Current year income 18,483,254 24,934 5,994,238 33 1,337,753 72,413 25,912,625  
Current year expenses 10,496,883 - 5,259,901 - - 244,933 11,388 16,013,105  
**Ending fund balance** $ 8,688,179 $ 9,509,463 $ 1,094,862 $ 27,766 $ 45,710,504 $ 248,363 $ 65,279,137
Jackson College
Balance Sheet
Building and Site Fund - FY 18
September 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Building and Site Fund</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
</tr>
<tr>
<td>Investments</td>
</tr>
<tr>
<td>Accounts receivable</td>
</tr>
<tr>
<td>Due from other funds</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
</tr>
<tr>
<td>Other liabilities</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fund balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 1,486,504</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total liabilities and fund balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 1,486,504</td>
</tr>
</tbody>
</table>

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Three Months Ended September 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Major Maintenance and Equipment Replacement</th>
<th>Balance July 1, 2018</th>
<th>Revenue</th>
<th>Expenditures</th>
<th>Balance September 30, 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 1,543,979</td>
<td>$ 187,460</td>
<td>$ 244,935</td>
<td>$ 1,486,504</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 1,543,979</td>
<td>$ 187,460</td>
<td>$ 244,935</td>
<td>$ 1,486,504</td>
</tr>
</tbody>
</table>
Jackson College
Cash and Investments by Fund - FY 19
September 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Grants Fund</th>
<th>Endowment Fund</th>
<th>Building and Site</th>
<th>Physical Plant</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petty Cash</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 2,596</td>
</tr>
<tr>
<td>Cash-Comerica Bank Pooled</td>
<td>(1,945,170)</td>
<td>1,476,972</td>
<td>442,199</td>
<td>19,259</td>
<td>10,358</td>
<td>1,466,544</td>
<td>3,588,257</td>
<td>247,280</td>
<td>5,305,699</td>
</tr>
<tr>
<td>Cash-Comerica Federal Funds</td>
<td>-</td>
<td>-</td>
<td>67,653</td>
<td>65,018</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>132,671</td>
</tr>
<tr>
<td>Cash-So Mich National</td>
<td>322,639</td>
<td>-</td>
<td>59,706</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>382,345</td>
</tr>
<tr>
<td>VISA Account</td>
<td>882,800</td>
<td>1,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>430</td>
<td>884,230</td>
</tr>
<tr>
<td>Cash-United Bank</td>
<td>445,313</td>
<td>-</td>
<td>17,200</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>462,543</td>
</tr>
<tr>
<td>Cash-Federal Stafford</td>
<td>-</td>
<td>-</td>
<td>35</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>35</td>
</tr>
<tr>
<td>Cash-Comerica State Wire</td>
<td>14,582</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>14,582</td>
</tr>
<tr>
<td>Cash-Payroll</td>
<td>60,499</td>
<td>-</td>
<td>(858,338)</td>
<td>(334,206)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(1,132,045)</td>
</tr>
<tr>
<td>JC One Card</td>
<td>13,788</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>13,788</td>
</tr>
<tr>
<td>Ref Pay</td>
<td>10,770</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,770</td>
</tr>
<tr>
<td>Athletic Checking</td>
<td>1,057</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,057</td>
</tr>
<tr>
<td>Cultural Affairs Checking</td>
<td>6,319</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6,319</td>
</tr>
<tr>
<td>MNJTP</td>
<td>-</td>
<td>-</td>
<td>1,466,313</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,466,313</td>
</tr>
<tr>
<td>MILAF</td>
<td>2,000,000</td>
<td>8,031,491</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,031,491</td>
</tr>
<tr>
<td>Insurance HRA</td>
<td>4,870</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4,870</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,817,467</td>
<td>9,509,463</td>
<td>(271,545)</td>
<td>1,216,384</td>
<td>10,358</td>
<td>1,466,544</td>
<td>3,588,257</td>
<td>250,336</td>
<td>17,587,264</td>
</tr>
</tbody>
</table>

**Investments**

<p>| | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Stock</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
</tr>
</tbody>
</table>

**Total cash and investments**

|                     | $ 1,817,467  | $ 9,509,463    | $ (271,545)    | $ 1,216,384  | $ 27,766       | $ 1,466,544      | $ 3,588,257    | $ 250,336      | $ 17,604,672 |
Jackson College
Billing Contact Hours
September 30, 2018
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Semester</th>
<th>Budgeted FY 19</th>
<th>Actual FY 19</th>
<th>Actual Percentage</th>
<th>Actual FY 18</th>
<th>Prior Year Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>51,985</td>
<td>49,328</td>
<td>94.9%</td>
<td>52,464</td>
<td>94.0%</td>
</tr>
<tr>
<td>Winter</td>
<td>48,442</td>
<td>-</td>
<td>0.0%</td>
<td>47,651</td>
<td>0.0%</td>
</tr>
<tr>
<td>Spring</td>
<td>17,723</td>
<td>-</td>
<td>0.0%</td>
<td>18,757</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>118,150</td>
<td>49,328</td>
<td>41.8%</td>
<td>118,872</td>
<td>41.5%</td>
</tr>
</tbody>
</table>

Billing Contact Hour Comparison

![Billing Contact Hour Comparison Chart]
<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Second Reading:</td>
</tr>
<tr>
<td>6.1.1 General Executive Constraints</td>
</tr>
<tr>
<td>6.1.2 Human Relationships</td>
</tr>
<tr>
<td><em>(BOARD POLICY: MONITORING: Policy Governance)</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Summary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>The enclosed policies are presented for the Board’s second reading consideration. All input to-date from the Board of Trustees has been incorporated in the policy presented, and recommendations for changes are highlighted in color for ease of review. There have been no additional changes proposed since the previous board meeting wherein this policy was proposed for consideration. The URL’s below may be helpful in referencing the existing policy.</td>
</tr>
<tr>
<td>General Executive Constraints</td>
</tr>
<tr>
<td>Human Relationships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Resource Impact:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of revised policy recommendations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTION BY TRUSTEE HEINS “To approve the General Executive Constraints and Human Relationship policies.” MOTION PASSED UNANIMOUSLY.</td>
</tr>
</tbody>
</table>
Policy Governance Domains

Board Policy

Policy Category: Executive Limitations
Policy Title: General Executive Constraints
Policy Number: 0201
Date Adopted: 11/1/1994
Version: 7.0
Review Cycle: Annually
Date Last Reviewed: 10/9/2017
Office Responsible: President’s Office
Reviewing Committee: Board of Trustees
Related Policies: President’s Job Description
Related Laws:

Policy Summary:
The Jackson College Board of Trustees requires that the President act at all times in an exemplary manner consistent with the responsibilities and expectations vested in that office. Additionally, the President shall not cause or allow any practice, activity, decision, or organizational circumstance, which is illegal, imprudent, or in violation of commonly accepted business and professional ethics. The President shall also act in a manner consistent with Board policies.

Policy Statement:
The President shall not cause or allow any practice, activity, decision or organizational circumstance which is illegal, imprudent, or in violation of commonly accepted business and professional ethics. Accordingly, the President may not:

1. Deal with students, staff or persons from the community in an inhumane, unfair, undignified, disrespectful or unethical manner;

2. Permit financial conditions which risk fiscal jeopardy, compromise Board ENDS priorities, or fail to show a generally acceptable level of foresight;

3. Provide information and advice to the Board, which is untimely, incomplete or inaccurate;

4. Permit conflict of interest in awarding purchases, contracts or in the hiring of employees;
5. Allow the day-to-day operations to impede the College’s mission, vision, values and beliefs or prevent the achievement of the ENDs of the Board;

6. Manage the College without adequate administrative policies for matters involving instructional services, administrative and financial services, internal controls, human resources, marketing and economic development, enrollment management, and student services;

7. Allow any violation of any laws, rules or regulations, or of any breach of Board policies;

8. Allow assets to be unprotected, inadequately maintained, or unnecessarily risked;

9. Impede continuous improvement of college operations, programs and services;

10. Publicly position the College in support of or opposition to any political party or candidate for public office;

11. Allow employee compensation and benefits for staff to deviate significantly from the market; and

12. Leave the College unprepared for emergency situations, nor fail to ensure a generally safe and healthy environment at the College.
Policy Summary: Human Relationships

The Jackson College Board of Trustees requires the President to create and sustain an environment for living, working, teaching, and learning that supports the development and realization of human potential and promotes the College’s core values and beliefs. Treatment of students, staff and citizens, shall not be inhumane, disrespectful, unfair or undignified.

Policy Statement:

The President shall neither cause nor allow Jackson College circumstances for staff (including employees, independent contractors, students, community members and volunteers) that are unfair, undignified, unsafe, disorganized or unclear, or fail to recognize collective bargaining agreements that have been negotiated with Jackson College.

Accordingly, the President may not:

1. Operate without policies and/or procedures which set forth staff and student rules, provide for effective handling of grievances, insure due process and protect against wrongful conditions;

2. Fail to comply with all state and federal laws, rules and regulations pertaining to employees and students including those pertaining to discrimination and equal opportunity;

3. Prevent students and staff from using established grievance procedures;
4. Fail to acquaint students and staff with their rights and responsibilities;

5. Fail to take prompt and appropriate action when the President becomes aware of any violation of state or federal laws, rules or regulations or of Board policies;

6. Discriminate against anyone for expressing an ethical dissent;

7. Operate without maintaining a balance of openness and appropriate confidentiality;

8. Operate without written rules for students and employees which (a) clearly state required and prohibited actions; (b) provide for effective handling of complaints; and (c) protect against wrongful conditions such as gross preferential treatment for personal reasons;

9. Withhold an appeal process from staff and students;

10. Withhold training opportunities for emergency preparedness;

11. Be in violation of any rules or regulations as they relate to the collective bargaining Agreements; staff or faculty labor unions; or any terms of any labor agreements reached between said unions.
TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>6.2 Consideration of Resolution for Liquor License</th>
</tr>
</thead>
<tbody>
<tr>
<td>\textit{BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board}</td>
</tr>
</tbody>
</table>

Executive Summary:

Enclosed for your consideration is a proposed resolution authorizing the application for a special liquor license, as required by the State of Michigan, for fundraising events to be held on the College’s Central Campus. This particular application will cover the Reverse Raffle and the Sportsman’s Banquet.

Resource Impact:

None

Requested Board Action:

Consideration of Resolution for Liquor License

Action Taken:

\textbf{MOTION BY TRUSTEE HEINS} “To approve the enclosed resolution for a liquor license.” \textbf{MOTION PASSED UNANIMOUSLY.}
Certified Resolution of the Membership or Board of Directors Authorizing the Application for Special License
(Required under Administrative Rule R 436.576 - Not Required for Candidate Committee)

At a □ Regular □ Special meeting of the □ Membership □ Board of Directors

called to order by ____________________________ on 10-08-18 at ____________________________

the following resolution was offered:

Moved by ____________________________ and supported by ____________________________

that the application from ____________________________

(Name of Organization)

for a Special License to serve alcohol on ____________________________

(Event Date or Dates)

to be located at ____________________________

(Physical Address - Include Location Name, Street Address, City, State, & Zip Code)

It is the consensus of this body that the application be ____________________________ for Issuance.

(Recommended or Not Recommended)

Approval Vote Tally

Yeas: ____________________________

Nays: ____________________________

Absent: ____________________________

Certification by Authorized Officer of Organization:

I hereby certify that the foregoing is true and is a complete copy of the resolution offered and adopted by the

□ Membership □ Board of Directors at a □ Regular □ Special meeting held on ____________________________

(Date)

_______________________________  ______________________________  ____________________________
Print Name & Title of Authorized Officer  Signature of Authorized Officer  Date
<table>
<thead>
<tr>
<th>TO:</th>
<th>JC Board of Trustees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FROM:</td>
<td>Dr. Daniel J. Phelan, President</td>
</tr>
</tbody>
</table>

**Subject to be Discussed and Policy Reference:**

<table>
<thead>
<tr>
<th>6.3</th>
<th>Consideration of Strategic Agenda 18.19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><em>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</em></td>
</tr>
</tbody>
</table>

**Executive Summary:**

Enclosed for your consideration is the proposed 2018-2019 Strategic Agenda. You will recall that we provided a draft of the agenda during the Board’s Fall Planning Session. To date, we’ve received no additional recommendations for change.

Following a brief contextual-setting discussion, I will ask if there are any additional comments before recommending your approval.

We look forward to advancing the annual initiatives which support our three-year goals which all support our institution wide goal of Total Commitment to Student Success (TCS2).

<table>
<thead>
<tr>
<th>Resource Impact:</th>
<th>None</th>
</tr>
</thead>
</table>

**Requested Board Action:**

Consideration of the 18.19 Strategic Agenda

**Action Taken:**

**MOTION BY TRUSTEE CRIST “To approve the 2018/2019 Strategic Agenda”**

**MOTION PASSED UNANIMOUSLY.**
## Jackson College Strategic Agenda 2018/2019

<table>
<thead>
<tr>
<th>Key Performance Areas</th>
<th>Student Learning</th>
<th>Customer/Stakeholder</th>
<th>Valuing Employees</th>
<th>Leadership</th>
<th>Organizational Sustainability</th>
<th>Continuous Quality Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Advocate(s)</td>
<td>Dr. Kate Throff</td>
<td>Jeremy Frew</td>
<td>Cindy Allen/Lee Hampton</td>
<td>Dr. Daniel Phelan &amp; Sara Perkin</td>
<td>Darrell Norris/Jason Valente/Jim Jones</td>
<td>Dr. Daniel Phelan &amp; Sara Perkin</td>
</tr>
<tr>
<td><strong>Jackson College will provide a high quality education in a customer-centered learning environment; as demonstrated through student credential completion, transfer, workforce placement and by competency validation.</strong></td>
<td><strong>Jackson College will provide an exemplary customer service experience in identifying and supporting student, stakeholder, and community needs.</strong></td>
<td><strong>Jackson College employees will demonstrate civility, professionalism and a customer service attitude in all interactions with all persons by providing employees with professional development, commitment to our institutional beliefs, performance accountability, as well as by providing a healthy, safe, and enjoyable work environment.</strong></td>
<td><strong>Jackson College will provide multiple conduits for two-way communication among internal &amp; external audiences, as well as for obtaining input for future direction-setting, and community engagement.</strong></td>
<td><strong>Jackson College will provide responsible stewardship of institutional resources, as well as work to improve its financial performance and fiscal strength.</strong></td>
<td><strong>Jackson College will continue implementing quality-based strategies to maximize efficiencies and resources. Additionally, the College will be and innovative institution of higher education, engaging in routine benchmarking practices and forward-thinking efforts.</strong></td>
<td></td>
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</tbody>
</table>

**Foundation for All Goals and Initiatives = 90/80/70 Retention and Completion**

| 3 Year Goal(s) | **All JC Degrees align with industry recognized credentials. Elimination of the equity gap.** | Improve customer service experience reporting by 5%. Ensure that all SSN experience reporting remains above 95%. Pace survey reporting for internal customer experiences is at 80%. | Annual PACE survey data on associated metrics will improve by 5% per year; External customer appraisals will be at the 80th percentile; Employee performance recognition will include a minimum of 75% of the workforce. | **Creation and implementation of a new, innovative and sustainable business model for the College.** | **Implement a Resource Planning Model, as well as Increase Foundation Support of the College.** | **Prepare for the next Assurance Filing for Institutional Accreditation in 2021. Additionally, increase reliance and utilization of data in planning and decision-making across the College.** |

| 18-19 Initiative(s) | **Competency Based Education – Continue this work.** | Grow JCEC enrollment to 400 students by winter FY 19; Continue building partnership with the local schools and reprioritize resources to serve this population. | Create and launch our Corporate Social Responsibility plan to use as a strategic advantage in talent acquisition. Introduce ‘Team Jackson’ concept to employees | **Implementation of a New Business Model initiative focusing on the Whole Student. Expand leadership efforts with the Association for Innovation and Transformation (AFIT)** | **Develop a financial model for instructional programs and all college options in a predictable and sustainable design.** | **Increase awareness of the employee Innovation Fund and receive 3 submissions, Advance new business model design practices.** |

<p>| 7 Week Semesters – Continue to refine and improve upon 7 week model with full implementation in FY 20. | Fully integrate the PEI program into Student Services, resulting in new opportunities for current and future PEI students. 18-19 year goals: 18,000 BCH and over 700 head count. | Develop expectations of customer service standards and provide extensive professional development for all employees. | Hold Community Breakfast Meetings with targeted audiences including African American and Latino leaders. | <strong>Conduct second major gifts campaign. Consideration given to possible millage.</strong> | <strong>Re- Establishment of Accreditation Committee and begin evidence gathering.</strong> |</p>
<table>
<thead>
<tr>
<th>Pathways 2.0 – continue to grow and improve our guided pathways model and strengthen four pillars. Continue embedding industry recognized credentials within curriculums.</th>
<th>Develop and train for an intentional Mentoring Program for new employees.</th>
<th>Conduct comprehensive review of scholarship practices.</th>
<th>Implement Baldridge Self Assessments.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Host a security situation training in which we implement and use ALERTUS.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NEOGOV fully implemented with evaluations and goal setting training for our administrators.</td>
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</tr>
</tbody>
</table>
**Subject to be Discussed and Policy Reference:**

| 6.4  Consideration of The Board’s 2019 Spring Planning Session |
| (BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board) |

**Executive Summary:**

Following the Board survey regarding possible meeting dates and Trustee availability, I propose that we hold the Spring Planning Session on Wednesday, April 3, 2019. Additionally, and based on input from the Board, I propose we begin at 8:30am and conclude at 3:00pm and hold on the Central Campus in the Walker Hall Community Room 142.

I encourage Trustees to inform the Chairman of any items you would like included in the agenda, a draft of which will be forwarded to you for consideration, prior to the planning session.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of the Spring 2019 Spring Planning Session Date.

**Action Taken:**

MOTION BY TRUSTEE HEINS "To approve April 3, 2019 as the Spring Planning Session" MOTION PASSED UNANIMOUSLY.
TO: JC Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>6.5</th>
<th>Appointment of a Voting Delegate for the ACCT Leadership Congress</th>
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<tbody>
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<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
</tr>
</tbody>
</table>

Executive Summary:

As part of our membership with the Association of Community College Trustees (ACCT), we are entitled to 1 vote during the Annual ACCT Leadership Congress being held this month.

I am requesting that a delegate be appointed for this task to represent the Board. We will notify ACCT accordingly.

Resource Impact:

None

Requested Board Action:

Appointment of Delegate.

Action Taken:

MOTION BY TRUSTEE HOFFMAN “To appoint Trustee Crist as the 2018 Voting Delegate for the ACCT Leadership Congress” MOTION PASSED UNANIMOUSLY.
DATE: September 17, 2018

TO: Jackson College
ACCT Voting Member Board Chair

FROM: J. Noah Brown, ACCT President and Chief Executive Officer

SUBJECT: VOTING DELEGATE NOTIFICATION FOR THE ACCT LEADERSHIP CONGRESS

According to our records, the board of Jackson College is entitled to 1 vote(s) during the Annual ACCT Leadership Congress, October 24-27, 2018 at the New York Marriott Marquis Hotel.

Your college should determine the voting delegate(s) and the alternate(s) for your institution.

Eligibility requirements for voting delegate(s) include:

✓ Fiscal year 2019 ACCT membership dues MUST have been received and verified at the time of Congress registration. Please disregard if you have remitted your dues renewal payment.

✓ Only voting members of governing boards may serve as voting delegates (i.e. Chancellor/President, Professional Board Staff, and "trustee emeritus" may not serve as voting delegates.)

✓ Voting delegates must sign-in and receive their voting delegate credentials at the ACCT Voting Delegate Desk, which will be located near the Congress Registration Desk on the following days:
  • Wednesday, October 24th, between 7:30 a.m. and 6:00 p.m.
  • Thursday, October 25th, between 7:00 a.m. and 5:00 p.m. (Note: Regional Caucuses will be held from 2:00 p.m. – 3:30 p.m. on this day.)
  • Friday, October 26th, between 8:30 a.m. and 10:30 a.m. (Note: Voting Delegate Desk will be in the Senate Room only on this day.)

Please Note the Following:

• Ballots will be distributed only to registered voting delegates during the Regional Caucuses and Senate Meeting.

• Voting Delegate(s) will need to be determined by your Board Chair before approaching the Voting Delegate Desk to register. ACCT staff can NOT be involved in the selection of ANY Voting Delegate(s).

Enclosed is the 2018 Fall Advisor, which contains information on the Regional Caucuses and Meetings and the Senate Meeting. The Advisor also lists the candidates for Regional Directors, Directors-at-Large, and the Diversity Committee.

Finally, if you have not had the opportunity to register for this year’s Congress, I hope you will take the time to do so. Please register online at www.acct.org or contact ACCT’s office at (866) 895-2228 for registration information.

Thank you for your attention to this important matter. I look forward to seeing you in New York!

Enclosure
cc: Chancellor/President
ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES

Election of Board of Directors Members

2018-2019 Candidates

REGIONAL DIRECTOR

(2) Three-Year Terms
Following is the slate of nominees as of July 1, 2018:

Central Region — Dawn Friland
Minnesota State Colleges and Universities, MN

Northeast Region — Robert Hydorn
Montgomery College, MD

Pacific Region — Bernie Rhimerson
San Diego Community College District, CA

Southern Region — Edwin Dalrymple
Central Piedmont Community College, NC

Western Region — Dan Mims
San Jacinto College, TX

DIRECTOR-AT-LARGE

(2) Three-Year Terms
Following is the slate of nominees as of July 1, 2018:

Dan Altmayer
Highline College, WA

William Kelley
Harper College, IL

Jay Nardini
Highline Community College, IL

Alton Smith
Irvin State College System, TX

*Received support of their respective Nominating Committee
Note: Nominations will be accepted from the floor for all elections.

Announcement of Board Candidates

The 26 member ACCT Board of Directors consists of 15 directors elected regionally, nine directors-at-large elected by the Senate, and two directors appointed by the ACCT chair. A full elected term is three years. Directors serve staggered terms.

At the Annual ACCT Congress, one director is elected from each of the five regions during the Regional Caucuses and Meetings, and three directors are elected-at-large during the Senate meeting.

Regional Nominating Committees met during the 2018 National Legislative Summit (NLS) on Sunday, February 11, to interview and nominate candidates for regional directors and support directors-at-large. Candidates are listed above.
2018 Board and Diversity, Equity and Inclusion Committee Candidate Statements

REGIONAL DIRECTOR

CENTRAL REGION

Dawn Erdalson
Minnesota State Colleges and Universities, MN

Raised by a single mom in rural Minnesota, I was the first in my extended family to go to college. It is a community college that brings economic security to people like me and the communities we serve. We are the difference makers in people's lives.

I am the current vice chair of the ACCT board. I also have been a state coordinator and served on the nominations committee. With 21 community and technical colleges in Minnesota, I bring a statewide perspective to ACCT. I am the vice chair of the board for Minnesota State.

The ACCT board is focused on two goals: helping members advance student success and completion and preparing trustees for effective governance in an evolving environment. I have been honored to serve on the ACCT board for three years and ask for your support for a second term.

NORTHEAST REGION

Robert Hydorn
Montgomery College, MD

I have been involved at Montgomery College for over 40 years. I received my AA in 1971, moving on from Montgomery College to the University of Maryland. During my first semester at the college, I was elected to the student senate and worked part time for the college in admissions, during my two-year tenure at Montgomery College. As a post-graduate, I served as a member on the Alumni Board of Governors, elected by the alumni, 150,000 members, as Legislative Chair for 3 years, as Vice President for 2 years, and as President for 2 years. I was the first Alumni President to receive a full voting position on the Montgomery College Foundation.

In 2011, I was honored to receive the Montgomery College Milton Coggan Outstanding Alumni Award. In July 2015, I was honored with an appointment by Maryland Governor Larry Hogan to the Montgomery College Board of Trustees.

I now wish to carry on this type of support for all community colleges and community college students through national participation in ACCT.

If elected, I will offer not only my time, my energy, and my knowledge, but also my willingness to listen to ACCT members from around the country. We are an organization, first and foremost, in support of students. Let us move forward on their behalf.

PACIFIC REGION

Bernie Rhimerson
San Diego Community College District, CA

Bernie Rhimerson joined the SDCCD Board of Trustees in 2012 and has regularly participated in the Annual ACCT Leadership Congress and National Legislative Summit. He has served as Director-at-Large since 2015, and as a member of the Public Policy and Finance Committee. Bernie is also active in the Community College League of California, serving as chair of its Advisory Committee on Legislation.

Before being elected a trustee, Rhimerson served as chief of staff at the San Diego Unified School District where he managed all external relations and legislative affairs for the 111,000-student district. As part of senior management, he helped to guide the district through five years of education budget cuts in California.

Rhimerson has served as an adjunct instructor at San Diego State University where he taught public policy and leadership. He will continue to bring insight about K-14 integration and legislative issues as a member of the ACCT Board.

SOUTHERN REGION

Edwin Dalrymple
Central Piedmont Community College, NC

I have been involved with Central Piedmont Community College (CPCC) in Charlotte, North Carolina for seventeen years. I joined the CPCC Foundation in 2001 and served until 2011 as a Foundation Board Member. I served as Chairman of the Foundations Investment Committee. I became a Trustee of CPCC in 2008. As a Trustee, I was Chairman of the Finance and Facilities Committee and became Chairman of the Board of Trustees in 2011. I am currently an advisor to a major U.S. Bank. Prior to that, I served in various senior management roles within the securities industry.

I believe that the community college system will increase in importance in the coming years. We must continue to ensure that the programs offered are the right ones to provide opportunities for our citizens to advance and thrive.

WESTERN REGION

Dan Mims
Santa Fe College, TX

Santa Fe College is a multi-site-serving institution with nearly 45,000 students across four campuses. Serving students, constituents, and local employers over 15 years has given me great insight into how to address multiple needs. During my tenure, the board set a student success vision and saw the college achieve the Rising Star Award from the Aspen Institute. Serving on the ACCT Board will allow me the opportunity to put that experience to work for all community colleges.

During my tenure on the board, I have served as building committee chair and board chair. I also serve the community through North Shore Rotary and Houston Breast Ride Sponsors. Both provide scholarships to area students. I have also served in leadership
positions in professional organizations. ACCT has helped me to develop as a trustee, and the opportunity to repay ACCT and the leaders that have served before me will be a great honor. I look forward to the opportunity to earn the confidence and votes of my fellow ACCT members.

DIRECTOR AT-LARGE

Dan Altman
Highline College, WA

My life experience and proven leadership are two qualities that have prepared me well to serve you as the ACCT Board. I've experienced first-hand how a family can be transformed through a community technical college education.

My 25 year career as a U.S. Army Officer taught me not only leadership skills but the importance of collaboration and partnership. During my tenure as Washington State Association of College Trustees (ACCT) President using these skills, I was instrumental in getting Washington's version of the DREAM Act passed and implemented. I've had vast experience in legislative advocacy as chair at ACT at all governmental levels.

I continue to serve as state coordinator for ACCT and my leadership skills have been recognized by them. Additionally, I was named 2017 Pacific Region Trustee Leadership Awardee as well as the 2017 M. Dale Ewing Trustee Leader of the Year award. I ask for your vote. I look forward to hopefully serving you as a board member to further expand the goals of ACCESS, EQUITY, and ATTUNEMENT.

William Kelley
Harper College, IL

Helping guide ACCT and our community colleges as they fulfill their missions spurs my passion.

I am committed to championing community colleges, ensuring that high-quality post-secondary education is accessible and affordable to everyone, adopting best practices to improve students' success, and providing the best professional development opportunities available to the stewards of our community colleges.

Jay Nardini
Haskell Community College, IA

Public service is a privilege. I am beginning my eighth year as an elected trustee of Haskell Community College, Waterloo, Iowa, now serving as board chair. I am also immediate past chair of our State Board of Trustees. At the last Congress, I was elected to a second term on the Diversity, Equity, and Inclusion Committee and have previously served on the Communications and Education Committee, and as an ACCT Ambassador. I strongly support our community college system and the pivotal role it plays in educating our students and training our nation's workforce.

As a practicing attorney, I believe that my experience and present and past leadership positions will make me a valued member of the ACCT Board. I would be privileged to represent you as one of your Directors-at-Large as ACCT continues to educate our trustees and advocate for our students.

Alton Smith
Lincoln State College, TX

I was raised by my parents in rural Louisiana. Both parents were functionally illiterate. Despite this, they put forth special effort to make sure all eight of their children had access to an education. My parents' motto could be described today as "EDUCATION IS THE PASSPORT TO THE FUTURE. FOR TOMORROW BELONGS TO THOSE WHO PREPARE FOR IT TODAY!" Because of my parents' efforts and philosophy, five of my eight siblings have advanced college degrees.

When I retired in 2008 from Shell Oil Company, I returned to school for my doctorate. Since that time, I have been totally immersed in my second career as a teacher, school principal/administrator, adjunct professor, and Independent School Board Member and Leader of the College Board of Trustees - Board Chair.

I will devote my remaining years utilizing my industry and education experiences to make the United States a better place for all citizens.

DIVERSITY, EQUITY, AND INCLUSION COMMITTEE

Amanda Howland
College of Lake County, IL

Elected as a College of Lake County (CLC) Trustee in 2009, I’ve served two terms as board chair and currently serve as liaison to the ICTA Diversity Committee. I’ve championed initiatives that led to CLC being selected as a finalist for the 2015 AACC Advising Diversity Award. The ideals and goals of the ACCT Diversity, Equity and Inclusion Committee are paramount to the future of education.

Central Region

October 8, 2018 Board Meeting - Action Items
Announcement of Diversity, Equity, and Inclusion Committee Candidates

The Diversity, Equity, and Inclusion Committee consists of 10 members, two from each region. Committee members serve staggered two-year terms. At the Annual ACCT Leadership Congress, one member is elected from each of the five regions during the Regional Caucuses and Meetings.

Regional Nominating Committees met during the Community College National Legislative Summit (NLS) on Sunday, February 11 to interview and nominate candidates for the Diversity, Equity, and Inclusion Committee.

2018-2019 Candidates for the ACCT Diversity, Equity, and Inclusion Committee

1. Two-Year Term in Each Region
2. Following is the slate of nominees

CENTRAL REGION
Amanda Howland
College of Lake County, IL

NORTHEAST REGION
Diane Dixon-Proctor
Anne Arundel Community College, MD

PACIFIC REGION
Meredith Brown
Peralta Community College District, CA

SOUTHERN REGION
Yvonne Barnes
Trident Technical College, SC

WESTERN REGION
Carolyn Thomas Morris
Navajo Technical University, NM

Candidates with an asterisk received the support of their respective Regional Nominating Committees.

NORTHEAST REGION
Diane Dixon-Proctor
Anne Arundel Community College, MD

I have had firsthand experience as the first minority and the first woman in many situations. My experience as a pastor and educator has enabled me to be the voice of change. It has taken my diversity to help others make a difference in leadership and direction that have helped develop policies to promote diversity and equality for all. I have seen the impact of students from high school to college help them bridge the achievement gap and move them from the underachiever to the achiever. I strongly believe that promoting diversity and equity are critical for student success. In my position as trustee at Anne Arundel Community College since 2008, I have served as ACCT Northeast Regional Nominating Committee Chair and Maryland Regional Representative. As trustee, I have been a staunch advocate for diversity and equity in our college. In 2015, our college won the Regional and National Equity Award. I will promote ACCT's Diversity Agenda.

PACIFIC REGION
Meredith Brown
Peralta Community College District, CA

I strongly support community colleges. I am on Peralta Community College District’s Board of Trustees, served as board president and vice-president, and headed the search committee for a new Chancellor. I have never missed a board meeting.

I am a founding member of the Community College League of California, an organization that unites minority groups; president and current secretary to the African-American California Community College Trustees and vice-chair of the ACCT African-American Caucus. I am the proud parent of two teenagers with dual enrollment in high school and community college.

I believe in education, diversity, and inclusivity and feel that my work with community colleges can make a difference in all three of these areas.

SOUTHERN REGION
Yvonne Barnes
Trident Technical College, SC

My commitment to the ACCT Diversity, Equity, and Inclusion Committee's role and function is an equalizer and advocate of and for underrepresented groups is a continuing priority area of service for me. It has been my pleasure to serve and contribute to the committee's mission since I was elected in 2016 as a representative of the Southern region, and I would be honored to continue.

We serve where we are placed, regardless of the office, because we understand that one truly dedicated, caring, and active voice can make a difference. My intent, if re-elected, is to continue being an equalizer and advocate of underrepresented groups by contributing to the conversation and acting in the best interest of our students.

As a retired superintendent of schools, former K-12 educator, Higher Education professor, curriculum coordinator, student services director, assistant superintendent for curriculum and instruction, strategic planning coordinator, individualized educational plan coordinator, member and vice chair of the board of commissioners for Trident Technical College, Charleston, S.C., with more than thirty years of service in the education sector, I feel more than qualified to continue my service as a member of the ACCT's Diversity, Equity, and Inclusion Committee.

It was also my pleasure to receive along with the President of Trident Technical College and the chair of the Board of Commissioners, the 2017 National ACCT Diversity Award, on behalf of the college.

WESTERN REGION
Carolyn Thomas Morris
Navajo Technical University, NM

Carolyn Thomas Morris, Ph.D. is a member of the Navajo Technical University (NTU) Board of Regents who also serves as its Secretary/Treasurer. Dr. Morris is the Red Sticks Clan and born for Tangle People, and was born and...
About the ACCT Board of Directors

The ACCT Board of Directors represents community college trustees throughout the United States and several surrounding territories. ACCT’s membership territory is divided into five regions (Central, Northeast, Pacific, Southern, and Western). The 25-member ACCT Board of Directors consists of 15 directors elected regionally, nine directors-at-large elected by the Senate, and two directors appointed by the Chair. A full elected term is three years. Directors serve staggered terms.

At the Annual ACCT Leadership Congress one regional director is elected from each of the five regions (Central, Northeast, Pacific, Southern, and Western) at the Regional Caucuses and Meetings, and three directors are elected-at-large at the Senate Meeting. Regional Nominating Committees meet during the Community College National Legislative Summit (CCNLS) in February to interview and nominate candidates for regional directors and support directors-at-large. While meeting with Regional Nominating Committees is not required to be elected to the ACCT Board of Directors, it is highly encouraged, as candidates supported by their respective Regional Nominating Committees are designated as such during Regional Caucuses and the Senate meeting. Nominations will be accepted from the floor at the Annual ACCT Leadership Congress on all elections, however, provided that the nominee has a letter of support from his or her local board.

How to Join the ACCT Board of Directors*

To declare your candidacy in advance of elections at the ACCT Leadership Congress and appear in the Advisor

- You must be a trustee at an ACCT member college.
- Submit a letter of declaration to run for office.
- Submit a letter of support from your local board.
- Submit a one-page resume that emphasizes community college-related service and other civic activities. Information about professional history and education may also be included.
- Submit a narrative statement that details qualifications, not to exceed 350 words, for inclusion in printed voting materials.
- Provide ACCT with a print-quality (300 dpi) or higher head-and-shoulders photograph by e-mail, for inclusion in printed voting materials. If an electronic photo is not available, a 5” x 7” head-and-shoulders photo, preferably color, may also be accepted. (Photos will not be returned.)
- An optional second letter of support from another ACCT member board (for example, a state association). This letter of support must be limited to one page.

To run for a seat from the floor at the ACCT Leadership Congress

- You must be a trustee at an ACCT member college.
- Provide on-site a letter of declaration to run for office.
- Submit a letter of support from your local board indicating your institution’s commitment to provide financial support for your service as an ACCT Board Member, including participation in the ACCT Leadership Congress, Community College National Legislative Summit, and Annual Summer Board of Directors Retreat and Meeting.

*The process to run for elected Director, Equity, and Inclusion Committee seats is identical to the process described above for the board of directors. The deadline to submit nominations for inclusion in the fall 2018 ACCT Advisor newsletter and to be considered for the 2018 Nominating Committee nominees have passed. Nominations will be accepted from the floor on all elections.

ACCT ADVISOR FALL 2018 | 5
ACCT REGIONAL CAUCUSES AND MEETINGS
Thursday, October 25, 2018 | 2:00 p.m. – 3:30 p.m.

AGENDA

1. Call to Order
2. Regional Caucus Rules of Procedure
3. Regional Nominating Committee Report
   a. Election of Regional Director
4. Election of Regional Committee Members
5. Election of Regional Committee Members
6. Election of Regional Committee Members
7. Election of Regional Committee Members
8. Regional Meeting
   a. Update on the ACCT State, Provincial, and Territory Coordinator Network
9. Regional Business as Determined by the Regional Chair

REGIONAL CAUCUS RULES OF PROCEDURE

As specified by the ACCT Bylaws, each region shall be represented at the Annual ACCT Leadership Congress, prior to the Senate Meeting, elect a Regional Director, Diversity, Equity, and Inclusion Committee members, and Regional Nominating Committee members.

Meeting Logistics:
Seating arrangement: The Regional Caucus Meeting room will be divided into two areas: The Voting Delegate Area and a General Seating Area.

1. The Voting Delegate Area is restricted to the voting delegates only.
2. In order to vote, voting delegates must wear their ACCT badges with "Voting Delegate" credentials.
3. In order to vote, delegates who are not on the slate of candidates must be seated in the voting delegate area.
4. The ACCT Bylaws provide for nominations from the floor on all elections. Nominations must be made by a voting delegate from each candidate's respective jurisdiction. The voting delegate must make the nomination on behalf of the member board and provide a letter affirming the member board's support for the nominee.
5. ACCT's regional officer is responsible for distributing ballots to voting delegates, collecting ballots, ensuring ballots, and reporting results to the Chair. The assistant regional officer and sergeant-at-arms help the regional chair with these responsibilities.
6. Candidates for director-at-large positions may be introduced individually within an organized group, may leave their campaign materials in the caucus room, and may speak, but no longer than any other director-at-large candidate, at discretion of the chair.

Positions to be elected:
a. Regional Director:
   A majority of ballots cast is necessary for election as director. On any ballot, voting delegates may cast as many votes as there are positions to be filled. On any ballot, only one vote may be cast for a candidate. If one or more candidates are elected on any ballot, then the remaining candidates shall continue to be eligible for election to any position remaining to be filled. If no person is elected on any ballot, then the candidate receiving the fewest number of votes on that ballot shall be dropped before the next ballot. If there are no more candidates than positions to be filled, the election shall be by acclamation.
   b. Diversity, Equity, and Inclusion Committee Member:
      Diversity, Equity, and Inclusion Committee elections will take place using the same guidelines as outlined for regional director elections. A majority of ballots cast is necessary for election to the committee. On any ballot, voting delegates may cast as many votes as there are positions to be filled. On any ballot, only one vote may be cast for a candidate. If one or more candidates are elected on a ballot, then all remaining candidates shall continue to be eligible for election to any position remaining to be filled. If no person is elected on any ballot, then the candidate receiving the lowest number of votes on that ballot shall be dropped before the next ballot. If there are no more candidates than positions to be filled, the election shall be by acclamation.
   c. Regional Nominating Committee Members:
      Each Regional Nominating Committee is responsible for the nomination of Directors of the Association and the Diversity, Equity, and Inclusion Committee and shall be composed of five members each. These members shall be elected from the voting members of that region at the caucuses held during the Annual Congress of the Association. No more than one member shall be from the same state. Vacancies shall be filled by the regional chair with consideration given to filling the vacancy with a trustee from the same state as the committee member who vacated the position. A member of the Board of Directors cannot serve as a member of the Nominating Committee. In order to be considered for nomination to the Board of Directors, a nominating committee member must tender his/her resignation to the regional chair, postmarked 30 days prior to the scheduled nominating committee meeting at the National Legislative Luncheon.
      Nominating Committee members shall serve for two-year staggered terms. They may serve more than one term, but terms may not be consecutive. The chair of each nominating committee shall be elected by the respective nominating committee at the close of the regional caucus and meeting.

Note: Campaign materials are not to be posted or distributed at the voting delegate sign-in table. Active campaigning is not allowed at the voting delegate sign-in table.
ACCT SENATE MEETING
Friday, October 26, 2018 | 8:30 a.m. – 10:30 a.m.

AGENDA
1. Call to Order
2. Senate Rules of Procedure
3. Introductions
4. Election of Directors-at-Large
5. Ratification of Amendments to the ACCT Bylaws
7. Other Items

SENATE RULES OF PROCEDURE
As defined by the Association Bylaws, the Senate has the full authority of the membership and is composed of the voting delegates of the Voting Members of the Association.

The Senate will elect three Directors-at-Large during the Annual Meeting of the Association.

The Senate shall hold at least one meeting annually which is the Annual Meeting of the Association, Special meetings of the Senate may be called by the chair or a majority of the Board of Directors. The following Rules of Procedure will be followed during all Senate Meetings.

Meeting Logistics:
Seating arrangement: The Senate Meeting room will be divided into two areas: The Voting Delegate Area and a General Seating Area.
1. The Voting Delegate Area is restricted to the voting delegates only.
2. During the official Senate proceedings, non-voting members and guests are restricted from the Voting Delegate Area.
3. In order to vote, voting delegates must wear their/ACCT badge with "Voting Delegate" credentials.
4. ACCT's regional tellers are responsible for distributing ballots to voting delegates, collecting ballots, counting ballots, and reporting results to the Chair. The assistant regional teller and sergeant-at-arms help the regional chair with these responsibilities.
5. All voting delegates must wear their ACCT badge with "Voting Delegate" designation.
6. In order for a delegate's vote to be counted on any matter, the delegate must be seated in the voting area.
7. Only voting delegates may speak on any motion and must go to the microphone in order to speak. No voting delegate may speak to any motion for more than two minutes. No voting delegate may speak to any motion a second time until all voting delegates who wish to address the motion have been recognized. Voting delegates may be recognized for further discussion at the will of the Chair.

8. During the official Senate proceedings, non-voting trustees are restricted from the voting delegate area.
9. The ACCT Bylaws provide for nominations from the floor on all elections. Nominations must be made by a voting delegate from each candidate's respective institution. The voting delegate making the nomination must make the nomination on behalf of the member board and provide a letter affirming the member board's support at or before the nomination.
10. The ACCT coordinator of tellers supervises the ballot counting reporting process in accordance with Bylaws rules and regulations.

Voting Procedure:
1. The ACCT coordinator of tellers, appointed by the chair, supervises the ballot counting reporting process in accordance with Bylaws rules and regulations.
2. A majority of ballots cast is necessary for election as director-at-large.
   a. On any ballot, voting delegates may cast as many votes as there are positions to be filled. On any ballot, only one vote may be cast for a candidate. If one or more candidates are elected on any ballot, then all remaining candidates shall continue to be eligible for election to any position remaining to be filled. If no person is elected on any ballot, then the candidate receiving the lowest number of votes shall be dropped before the next ballot.
   b. If there are no more candidates than positions to be filled, the election shall be by acclaimation.
Your Board and Committees at Work

The ACCT Board of Directors met on February 11, prior to the 2018 Community College National Legislative Summit, and at the annual ACCT Board of Directors retreat and meeting, July 12-15, in Seattle, Washington.

2018 Community College National Legislative Summit:

Board Committees

• The Diversity, Equity, and Inclusion Committee
  - Discussed and recommended changes to the Equity Action Agenda, a guide focused on the responsibilities of community college trustees and the college leadership to promote policies that support access, affordability, equity, and completion for community college students. A motion was made that the document be endorsed by the committee. The motion was approved.
  - Discussed two papers, ACCT is developing, about disproportionately lower enrollments of men in rural and urban community colleges, respectively, and received an update on the association’s membership wide Citizen Trustee Survey.

• The Finance and Audit Committee
  - Reviewed and discussed numerous financial documents related to the association’s financial health. A motion was made and approved to:
    - Accept the Fiscal Year 2018 Audit Engagement Letter and recommend formal ratification by the ACCT Board for approval.
    - Approve the fiscal year 2018 budget and recommend formal ratification by the ACCT Board.
    - Approve the proposed Fiscal Year 2019 budget, the Capital Expenses Budget, and the Request to Withdraw $270,000 from the Opportunity Reserves to fund new programmatic initiatives and services within the Strategic Plan and recommended formal ratification by the ACCT Board.
  - Approved the recommendation from the Finance and Audit Committee regarding the eligibility of Executive Committee members for the Trustee leadership award.
  - Approved the creation of a Governance and Bylaws Committee ad hoc subcommittee to review the association’s bylaws and make recommendations to the Executive Committee for further consideration.

• The Governance and Bylaws Committee
  - Reviewed eligibility requirements for the M. Hyde Enston Trustee Leadership Award. A motion was made to recommend that former Executive Committee members become re-eligible for the Trustee leadership Award five years after their ACCT Board of Directors term end.
  - The Governance and Bylaws Committee created an ad hoc subcommittee to perform a full review of the ACCT Bylaws.

• The Member Communications and Education Committee
  - Discussed recruitment for nonmember colleges through the State Coordinating Network.
  - Discussed when educational information should be made available to the general public via the ACCT website, and what should be available to members only.
  - Discussed preliminary results of the Citizen Trustee survey and recommended “Hot Topics” to address concerns from member colleges.

• The Public Policy and Advocacy Committee
  - The committee was briefed on the status of federal funding, the reauthorization of the Higher Education Act, and the timeline and process for proposing items for the federal legislative priorities.

Board of Directors Meeting:

• Dr. Michael Wooten, United States Deputy Assistant Secretary for Community Colleges, briefed the board about the Department of Education’s career and technical education and workforce innovation initiatives.
• Approved the recommendation from the Governance and Bylaws Committee regarding the eligibility of Executive Committee members for the Trustee leadership award.
• Approved the creation of a Governance and Bylaws Committee ad hoc subcommittee to review the association’s bylaws and make recommendations to the Executive Committee for further consideration.

Summer Board Retreat and Meeting:

The ACCT Board of Directors met from July 12-15 in Seattle, Washington. The primary focus of the retreat was to focus on partnerships that support implementation of the priorities for the association’s strategic plan. Actions taken during the July 2018 ACCT Board Retreat and Meeting include:

• Updated the association’s “Death and Incapacity Clause” to appoint an interim CEO if needed.
• Discussed the AMCC/ACCT Memorandum of Understanding regarding reciprocal complimentary registrations for annual meetings.
• Discussed the potential creation of a U.S. Military Veterans Advisory Committee.
• Reviewed the CEO’s annual evaluation and approved the CEO’s annual contract.
• Reviewed 2018 year-end unaudited financial statements.
• Discussed distribution of the finalized Equity Action Agenda to the membership.
ACCT Board Committees Seek Associates for 2018-2019

Inviting member trustees to serve on ACCT Board Committees expands membership participation in the governance of the Association, while bringing new ideas and expertise to committee deliberations.

Committees for 2018-2019 will be formed before January 1, 2019. Member trustees are asked to indicate their interest in serving as associate committee members for a one-year term by September 1, 2018. Those interested in serving should submit the 2019 Associate Committee Interest Form indicating committee preferences. Only one choice is listed and you are not selected to serve on the committee of your choice, you may not be placed on another committee unless second and third choices are indicated. If you wish to include comments relating to your committee choices and areas of expertise, please include them in the Comments section of the form. Each request must have a letter of nomination from the individual’s board supporting the appointment to an ACCT committee.

ACCT Committees seeking volunteer members are:

- Diversity, Equity, and Inclusion - The Diversity, Equity, and Inclusion Committee ensures leadership for the involvement of historically underrepresented diverse populations within the governance activities of ACCT. It promotes respect for and acceptance of diverse individuals and promotes awareness of educational opportunities for underrepresented populations. It advises the ACCT Board by strengthening ties with the membership by identifying issues that require member input and recommending strategies to gather input.

- Finance and Audit - The Finance and Audit Committee is responsible for monitoring executive compliance with the annual budget, the financial audit, establishing procedures for the periodic audit of Association programs and services, and reporting to the Board of Directors.

- Governance and Bylaws - The Governance and Bylaws Committee is responsible for reviewing resolutions related to the governance of the Association, amendments to the ACCT Bylaws, and Board Policies. In fulfilling this charge, the Committee helps ensure that the Board of Directors is fulfilling its role to represent member boards in determining and demanding appropriate organizational performance through its written governing policies.

- Member Communications and Education - The Member Communications and Education Committee is responsible for evaluating and making recommendations to strengthen the Board’s links with the membership by identifying issues that require member input and recommending strategies to gather input. Additionally, committee members evaluate and make recommendations to strengthen current ACCT education programs and recommend additional programs to promote effective board governance through advocacy and education.

- Public Policy and Advocacy - The Public Policy and Advocacy Committee is charged with reviewing public policy issues and recommending positions to the Board of Directors.

ACCT Board Policy states that the ACCT Chair will appoint committees. In making appointments, the chair will consider regional representation, gender, and diversity. Each committee chair shall be a member of the board of directors.

Associate members may be appointed to a committee under the following conditions:

1. They shall be selected from voting members.
2. They may serve three consecutive one-year terms per committee.
3. No more than one associate member from a college shall serve on any one board committee.
4. All related expenses are the responsibility of their college.
5. They have full voting rights.
6. They shall have a letter of nomination from their board supporting the appointment to an ACCT committee.

Please Note: Associate Committee Members currently serving in 2018 MUST re-apply if they are interested in serving in 2019. Colleges may submit a letter of support covering two years of service, but the Committee Interest Form must be filled out each year.

ACCT committees will meet in 2019 just prior to the Community College National Legislative Summit, scheduled for February 10-13, 2019 at the Marriott Marquis in Washington, D.C., and a day or two before the Annual ACCT Leadership Congress in San Francisco on October 16-19, 2019. Committee work may also be done through email and postal mail.

If you are interested in serving, your board will send a letter of nomination and financially support your attendance, please submit the following:

1. 2019 Associate Committee Interest Form (see page 10)
2. A letter of nomination from your board supporting your appointment to an ACCT committee.

These documents must be received at ACCT by September 1, 2018. Send to the ACCT Chair, via https://www.acct.org/forms/2019-associate-committee-interest-form or by email at assocmemb@acct.org.

ACCT ADVISOR FALL 2018 / 9
2018-2019 Associate Committee Interest Form

An online version of this form can be completed at https://www.acct.org/form/2019-associate-committee-interest-form.

Please rank the committees in your preferred order of service (1 = Most Preferred, 5 = Least Preferred).

- If only one choice is listed and you are not selected to serve on the committee of your choice, you may NOT be placed on another committee.

| Diversity, Equity, and Inclusion Committee |
| Finance and Audit Committee |
| Governance and Bylaws Committee |
| Member Communications and Education Committee |
| Public Policy and Advocacy Committee |

INFORMATION:
(Please fill out completely)

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PROFESSIONAL BOARD STAFF:

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☐ Letter of nomination from your board supporting the appointment to an ACCT committee enclosed

COMMENTS:


This form must be returned to assocmemb@acct.org by September 1, 2018.

Association of Community College Trustees • 1101 17th Street, NW • Suite 300 • Washington, D.C. 20036
866-895-ACCT (2228) • Fax: 866-904-ACCT (2228) • assocmemb@acct.org
Seeking Regional Nominating Committee Members for 2019-2020

ACCT Regional Chairs invite member trustees to serve on Regional Nominating Committees. The commitment of Nominating Committee members in carrying out their duties helps to ensure that the Association's future leadership is comprised of member trustees who have demonstrated quality leadership in community colleges. Nominating Committee members interview and recommend candidates to the ACCT Board of Directors and the Diversity, Equity and Inclusion Committee.

Benefits of Serving on a Regional Nominating Committee

- Identify effective future leaders
- Serve as a stepping-stone for you to aspire to a future leadership position
- Strengthen leadership in your region
- Ensure strong, effective leadership of the association to further your college's best interests at the national level

Responsibilities

Regional Nominating Committees are the key to a successful election process for the ACCT Board of Directors and Diversity, Equity, and Inclusion Committee. Each year, the committees are responsible for reviewing candidate applications, interviewing candidates, and nominating trustees for Regional Director, Director at Large, and Diversity, Equity, and Inclusion Committee membership.

Election/Composition/Terms

Each of ACCT's five regions elects a nominating committee member from the Voting Members of that regional at the annual ACCT Leadership Congress. Nominating Committees are comprised of five members each. No more than one member shall be from the same state. Nominating Committee members shall serve two-year staggered terms. They may serve more than one term, but terms may not be consecutive. The chair of each Nominating Committee shall be elected by the members of the respective Nominating Committee at the close of the regional caucus.

Below are the seats that need to be filled for 2018-2019 terms:

PACIFIC REGION
Three (3) seats will be available to members from the following states/territories: Alaska, Arizona, Hawaii, Idaho, Nevada, Utah, Washington, American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and Republic of Palau.

Mohamed Alyazouri (OR) and Linda Hardy (CA) will continue to serve through 2019.

SOUTHERN REGION
Three (3) seats will be available to members from the following states/territories: Alabama, Arkansas, Florida, Louisiana, Mississippi, South Carolina, Virginia, West Virginia, Bermuda, and British Virgin Islands.

Robert Chester (GA) and Dallas Freeman (NC) will continue to serve through 2019.

CENTRAL REGION
Three (3) seats will be available to members from the following states: Illinois, Indiana, Kentucky, Minnesota, Missouri, Ohio, and Wisconsin.

Mark Grommers (IA) and Mary Kay Thayer (MO) will continue to serve in 2019.

NORTHEAST REGION
Four (4) seats will be available to members from the following states: District of Columbia, Maryland, Massachusetts, New Jersey, and New York.

Pamela Johnson (PA) will continue to serve through 2019.

WESTERN REGION
Five (5) seats will be available to members from the following states: Colorado, Kansas, Montana, Nebraska, North Dakota, New Mexico, Oklahoma, South Dakota, Texas, and Wyoming.

No Western Region nominating committee members will continue to serve in 2019.
ACCT STATE, PROVINCE, AND TERRITORY COORDINATORS NETWORK

CENTRAL REGION
Regional Chair
Gregory Knott
Parkland College, IL

Illinois
Barbara Gilchleager
College of Lake County

Iowa
Moudy Nabulsi
Southeastern Community College

Michigan
Mary Kay Thayer
Monroe County Community College

Minnesota
Louise Suadin
Minnesota State Colleges and Universities

Missouri
Ron Wineinger
State Fair Community College

Ohio
Darryl McAffie
Edison Community College

Wisconsin
Dawn Garcia
Chippewa Valley Technical College

NORTHEAST REGION
Regional Chair
Debra Borden
Frederick Community College, MD

Maryland
Donna Horgan
Cecil College

New Jersey
Mary Zimmerman
Union County College

New York
Tony Colos
Mohawk Valley Community College

PACIFIC REGION
Regional Chair
Stephan Castellanos
Sant Jansnin Delta College, CA

Arizona
Porty Garcia
Cocopino Community College

California (Northern)
Brigette Davila
City College of San Francisco

California (Southern)
Linda Wahl
Pasadena Area Community College District

Nevada
Carol Del Carlo
Nevada System of Higher Education

Oregon
Ron Pittman
Chemeketa Community College

Washington
Dan Altmayer
Highline Community College
SOUTHERN REGION

Regional Chair
Tamela Callens
South Florida State College, FL

Florida
Dipa Shah
Hillsborough Community College

Louisiana
M.J. "Mickey" Murphy
Louisiana Community and Technical College System

South Carolina
Garry Powers
Midland Technical College

WESTERN REGION

Regional Chair
Kent Miller
Mid-Plains Community College, NE

Colorado
Carol Ruckel
Aims Community College

Kansas
Donald Ash
Kansas City Kansas Community College

Nebraska
Robert Feit
Southwest Community College

Texas
Carol Scott
Del Mar College

BOARD OF DIRECTORS 2017 – 2018

Emily Tim, Chair
Kenedy Community College, WA

Connie Harnishfeld, Chair-elect
Iowa Western Community College, IA

Dawn Erlandson, Vice Chair
Minnesota State Colleges & Universities, MN

David Mathis, Secretary-Treasurer
Mohawk Valley Community College, NY

Bakari G. Lee, Immediate Past Chair
Hudson County Community College, NJ

Gregory Knott, Central Regional Chair
Paceland College, IL

Debra Borden, Northeast Regional Chair
Frederick Community College, MD

Stephan Castillebon, Pacific Regional Chair
San Joaquin Delta College, CA

Tamela Callens, Southern Regional Chair
South Florida State College, FL

Kent Miller, Western Regional Chair
Mid-Plains Community College, NE

Rose Benavides
South Texas College, TX

Gerald Goolsby
Johnson County Community College, KS

James Cooksey
Columbia Area Community College, MO

Tim Hardy
Louisiana Community & Technical College System, LA

Mack Jackson
Midlands Technical College, SC

William Kelley
Harper College, IL

John Loyal
State Center Community College District, CA

Tommy Lewis
Dini College, AZ

John Lukas
Lakeshore Technical College, WI

Larry Meyer
Loudon Community College, MI

Roseann O'Neil
Northern Virginia Community College, VA

Hector Ortiz
Harmsburg Area Community College, PA

Bernie Rinerson
San Diego Community College District, CA

Dennis Troy
Bañuelos Community College, NC

Rafael Turner
MCC Community College, MI

Gilbert Wong
Kauai County Community College District, CA

Benjamin Wu Diversity, Equity, and Inclusion Committee Chair
Montgomery College, MD

CURRENT STATE, PROVINCE AND TERRITORY COORDINATOR VACANCIES

Alabama, Alaska, American Samoa, Arkansas, Bermuda, British Virgin Islands, District of Columbia, Georgia, Guam, Hawaii, Idaho, Indiana, Kentucky, Massachusetts, Mississippi, Montana, New Mexico, North Carolina, North Dakota, Northern Mariana Islands, Oklahoma, Republic of Palau, Pennsylvania, South Dakota, Utah, Virginia, West Virginia, and Wyoming
# ACCT Community College Leadership Congress

**PRELIMINARY SCHEDULE OF EVENTS**  
*(Subject to change.)*  
New York Marriott Marquis • New York, NY • OCTOBER 24-27

<table>
<thead>
<tr>
<th>Tuesday, October 23rd</th>
<th>8:00 a.m. – 10:00 a.m.</th>
<th>Finance and Audit Committee Meeting</th>
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<tbody>
<tr>
<td></td>
<td>9:00 a.m. – 11:00 a.m.</td>
<td>Member Communications &amp; Education Committee Meeting</td>
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<td>10:00 a.m. – 12:00 p.m.</td>
<td>Governance and Bylaws Committee Meeting</td>
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<td>1:00 p.m. – 3:00 p.m.</td>
<td>Public Policy Committee Meeting</td>
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<td>1:30 p.m. – 3:30 p.m.</td>
<td>Diversity Committee Meeting</td>
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<td>2:00 p.m. – 3:00 p.m.</td>
<td>Trustee Advisory Committee</td>
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<td>8:00 a.m. – 10:00 a.m.</td>
<td>Student Trustee Committee Meeting</td>
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<tr>
<th>Wednesday, October 24th</th>
<th>7:30 a.m. – 5 p.m.</th>
<th>Registration</th>
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<tbody>
<tr>
<td></td>
<td>8:30 a.m. – 11 a.m.</td>
<td>Voting Delegate Desk</td>
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<tr>
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<td>10:30 a.m. – 4 p.m.</td>
<td>ACCT Board of Directors Meeting</td>
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<tr>
<td></td>
<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: The Chair’s Academy — The Leadership Team of the Board; Lunch Provided <em>(Special Registration Required)</em></td>
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<td></td>
<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: Effective Ethical Board Governance—Board Ethics, Bylaws and Policies <em>(Special Registration Required)</em></td>
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<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: The Presidential Search Process &amp; the CEO Contract; Lunch Provided <em>(Special Registration Required)</em></td>
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<td></td>
<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: Policy Guidelines for Fiscal Health and Management; Lunch Provided <em>(Special Registration Required)</em></td>
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<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: Legal Academy — The Role of the Community College Legal Representative and Emerging Trends in Higher Education Law; Lunch Provided <em>(Special Registration Required)</em></td>
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<td>11 a.m. – 4 p.m.</td>
<td>Pre-Congress Academy: The Trustees Role in Advocacy <em>(Special Registration Required)</em></td>
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<td>1 p.m. – 2:30 p.m.</td>
<td>Around the Regions Membership Forum</td>
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<td>3 p.m. – 4 p.m.</td>
<td>SPECIAL SESSION: Welcome to New Trustees and First-Time Attendees</td>
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<td>3 p.m. – 4 p.m.</td>
<td>SPECIAL SESSION: Welcome and Information for Guests and Spouses</td>
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<td>3 p.m. – 4 p.m.</td>
<td>Meeting: ACCT Corporate Council Roundtable</td>
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<td>3 p.m. – 4:30 p.m.</td>
<td>ACCT Regional and Network Meetings: ACCT State, Province, and Territory Coordinators</td>
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<td>3:30 p.m. – 4:45 p.m.</td>
<td>ACCT Marketplace</td>
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<td>5 p.m. – 6:30 p.m.</td>
<td>OPENING GENERAL SESSION</td>
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<tr>
<td>Thursday, October 25th</td>
<td>7 a.m. – 5 p.m.</td>
<td>Registration</td>
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<td>8 a.m. – 9 a.m.</td>
<td>Voting Delegate Desk</td>
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<td>9:15 a.m. – 10:15 a.m.</td>
<td>Concurrent Sessions</td>
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<td>9:15 a.m. – 10:30 a.m.</td>
<td>&quot;In the Know&quot; Forum</td>
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# ACCT Community College Leadership Congress

**PRELIMINARY SCHEDULE OF EVENTS**

*(Subject to change.)*

New York Marriott Marquis • New York, NY • OCTOBER 24-27

<table>
<thead>
<tr>
<th>Thursday, October 25th</th>
<th>9:15 a.m. – 11:15 a.m.</th>
<th>Community College Lawyers Roundtable</th>
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<tr>
<td></td>
<td>10:30 a.m. – 11:30 a.m.</td>
<td>Concurrent Sessions</td>
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<td>12 p.m. – 1:45 p.m.</td>
<td>MEMBERSHIP CELEBRATION LUNCHEON</td>
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<td>COLLEGE PRIDE DAY</td>
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<td>2: p.m. – 3 p.m.</td>
<td>Concurrent Sessions</td>
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<td>2 p.m. – 3:30 p.m.</td>
<td>ACCT Regional Caucuses and Meetings</td>
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<td>2 p.m. – 5 p.m.</td>
<td>Work Session for Professional Board Staff Members</td>
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<td>3:15 p.m. – 5:30 p.m.</td>
<td>Concurrent Sessions</td>
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<tr>
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<td>3:15 p.m. – 4:30 p.m.</td>
<td>&quot;In the Know&quot; Forum</td>
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<td>3:30 p.m. – 4:45 p.m.</td>
<td>Association of Latino Community College Trustees Meeting</td>
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<td>4:15 p.m. – 5:30 p.m.</td>
<td>Asian, Pacific Islander, and Native American Trustees Meeting</td>
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<td>5:45 p.m. – 7:15 p.m.</td>
<td>WELCOME RECEPTION &amp; ENTERTAINMENT</td>
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| Friday, October 26th  | 8 a.m. – 4 p.m.         | Registration                          |
|                       | 8 a.m. – 9 a.m.         | Concurrent Sessions                   |
|                       | 8:30 a.m. – 10:30 a.m.  | Voting Delegate Desk                  |
|                       | 8:30 a.m. – 10:30 a.m.  | ACCT Senate Meeting                   |
|                       | 9:15 a.m. – 10:15 a.m.  | Concurrent Sessions                   |
|                       | 9:45 a.m. – 11 a.m.     | Professional Board Staff Network Business Meeting |
|                       | 10:30 a.m. – 11:30 a.m. | Concurrent Sessions                   |
|                       | 10:30 a.m. – 11:45 a.m. | "In the Know" Forum                   |
|                       | 10:30 a.m. – 11:45 a.m. | African American Trustees Meeting     |
|                       | 12 p.m. – 2 p.m.        | REGIONAL AWARDS LUNCHEON              |
|                       | 2:15 p.m. – 3:15 p.m.   | Concurrent Sessions                   |
|                       | 2:15 p.m. – 3:30 p.m.   | "In the Know" Forum                   |
|                       | 2:15 p.m. – 3:30 p.m.   | ROUNDTABLE DISCUSSIONS                |
|                       | 3 p.m. – 4:15 p.m.      | ACCT Board of Directors Meeting       |
|                       | 3:30 p.m. – 4:30 p.m.   | Concurrent Sessions                   |
|                       | 7 p.m. – 10 p.m.        | ANNUAL AWARDS GALA                    |
|                       | 8 a.m. – 9 a.m.         | Concurrent Sessions                   |
|                       | 9:15 a.m. – 10:15 a.m.  | Concurrent Sessions                   |
|                       | 9:15 a.m. – 10:15 a.m.  | Briefing: ACCT Regional Nominating Committees |
|                       | 9:15 a.m. – 10:15 a.m.  | SPECIAL SESSION: ACCT Regional and Association Awards Program |
|                       | 10:30 a.m. – 12 p.m.    | CLOSING GENERAL SESSION BRUNCH        |
ACCT DEADLINES

- Application to Serve as Associate Committee Member in 2019
  September 1, 2018
- National Legislative Summit Early Bird Registration
  December 21, 2018
- Board of Directors Candidate Nominations
  January 10, 2019
- Diversity Committee Candidate Nominations
  January 10, 2019
- National Legislative Summit Hotel Registration
  January 11, 2019

Visit www.acct.org for more information.

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

Subject to be Discussed and Policy Reference:

| 7.1 First Reading | 7.1.1 Compensation and Benefits  
| 7.1.2 Board Members Code of Conduct  
| 7.1.3 Emergency Presidential Succession Plan |

(*BOARD POLICY: MONITORING: Policy Governance*)

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

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

- Compensation and Benefits
- Board Members Code of Conduct
- Emergency Presidential Succession Plan

Resource Impact:

None

Requested Board Action:

Consideration of advancing the policies to the second reading.

Action Taken:

Policies moved to second reading status.
Policy Governance Domains

Board Policy

Policy Type: Executive Limitations
Policy Title: Compensation and Benefits
Policy Number: 0203
Date Adopted: 11/1/1994
Version: 7.0
Review Cycle: Annually
Date Last Reviewed: 11/13/2017
Office Responsible: President
Reviewing Committee: Board of Trustees
Related Policies: President’s Job Description
Related Laws:

Policy Summary: Compensation and Benefits

This Policy is established by the Jackson College Board of Trustees in order to ensure that the College President neither causes nor allows jeopardy to the College’s image or finances as it relates to the compensation and benefits of others.

Policy Statement: Compensation and Benefits

The College President may not jeopardize the College’s fiscal integrity or public image with respect to employment, compensation and benefits to employees, consultants and independent contractors or volunteers. Accordingly, the president may not:

1. Change his or her own compensation and benefits.

2. Establish current compensation and benefits that:
   a. Deviate materially from the geographic or professional market for the skills employed;
   b. Create obligations over a longer term than revenues can safely project, or create obligations without regard to loss of revenue; or
   c. Exceed parameters established by the board of trustees annually.

3. Establish or change benefits such that the provisions:
   a. Cause unfunded liabilities to occur or commit the organization in any way to benefits which incur unpredictable future costs;
   b. Provide less than some basic level of benefits to all full-time employees;
c. Grant employees fringe benefits not approved by the board; or

d. Violate state or federal law.

4. Provide for or change the compensation and benefits of other employees except in accordance with collective bargaining agreements by the board or in accordance with salary schedules and plans adopted by the board.

5. Promise or imply permanent or guaranteed employment.

6. Employ administrators under a contract for longer than one year's duration.
Policy Summary: Board Members’ Code of Conduct

The Jackson College Board of Trustees establishes this code of conduct policy to promote ethical, businesslike and lawful conduct, including appropriate use of authority and decorum while serving as an elected member of the Board of Trustees. This code of conduct applies to relationships and interactions among and between Trustees, as well as between Trustees and the owners, students, parents, and the College President.

Policy Statement: Board Members’ Code of Conduct

The Board of Trustees commits itself and its members to ethical and professional conduct. Accordingly, the board is responsible for the following:

1. Board members must maintain un-conflicted loyalty to the interests of the citizens (owners) of the College service area. This accountability supersedes any conflicting loyalty that a board member might have as an advocate or supporter of specific interest groups, or a member of another boards, or as an employee of another organization. This accountability supersedes the personal interest of any board member acting as an individual consumer of College services.

2. Board members must avoid any conflict of interest with respect to their fiduciary responsibility.

   a. There must be no self-dealing or any conduct of private business or personal services between any board member and the College except as procedurally controlled to assure openness, competitive opportunity and equal access to confidential information;

   b. Board members must not use their positions to obtain employment by
the College, or for the furnishing of services or goods to the College for themselves, their family members, friends or associates;

c. When the board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation; and

d. Board members will disclose at the regular monthly meeting, any new conflict of interest.

e. Should a board member be considered for employment, she/he must resign from the Board.

3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies:

a. Board members’ interaction with the president, or with staff, must recognize the absence of authority by any individual board member or group of board members, except as noted above;

b. Board members’ interaction with the public, press, or other entities must recognize the absence of authority by the board or board members to speak on behalf of the board of trustees, as this is the responsibility and role of the board chair; and

c. Board members will make no judgments of the president's or staff's performance except as that performance is assessed by explicit board policies.

4. Board members shall consider community college publications, as well as participate in educational activities and professional development, including state, regional and national meetings, to enhance their ability to serve effectively as members of the College's governing board.

5. Board members will not permit themselves to be used to circumvent established lines of authority or interfere in the normal procedures for the processing of complaints or grievances within the College.

6. Board members will not violate confidentiality including discussions, which occur at legally held, closed meetings of the board. Additionally, board members will respect confidentiality as appropriate to issues of a sensitive nature.

7. Board members will not present an item for action or discussion at a board meeting that is not on the agenda.

8. Any violation of the above standards by any trustee shall be deemed to be unauthorized or not condoned by the board and may be subject to verbal
and/or written sanctions by the Board.

9. Board Members shall hold themselves and other Board Members accountable for complying with this Code of Conduct.
Policy Summary: Presidential Succession Plan

The purpose of this policy is to outline the process for emergency transitions of chief executive leadership at Jackson College, in the event of an unplanned departure of the current president, due to disability, death of the president, or other instance of significant absence.

In such a case, this policy will be implemented in order to ensure that the president’s duties in organizational leadership, program development, program administration, operations, board of trustee’s relations, financial operations, resource development, and community presence, are performed during the absence.

Policy Statement

Accordingly, and in order to protect the Board from sudden loss of presidential services:

1. The president shall have no fewer than two other executives within the organization familiar with board and president issues and processes to recommend to the board, should an absence occur.
2. The President shall routinely furnish the board with the name(s) and title(s) of the executive(s) familiar with board and presidential matters and processes.

In the event of a sudden loss of presidential services, the board may appoint one of the aforementioned executives as the acting president of the College, in accordance with board policy.
The following explores more specifically the procedures for short- and long-term absences:

**Short-Term Absence:** Should a temporary, short-term absence arise (i.e., more than one month, but fewer than six months), in which it is expected that the President will return to his or her position once the events precipitating the absence are resolved, the board of trustees will meet as soon as it is feasible, at a special or regular meeting, and activate the elements of this emergency presidential succession policy, and appoint an acting president, which may or may not include the president’s recommendations.

**Long-Term Absence:** Should a long-term absence arise (i.e., more than six months), in which the president will not return to his or her position for an unknown period of time, the board of trustees will meet as soon as it is feasible, at a special or regular meeting, and activate the elements of this emergency presidential succession policy, and appoint an acting president, which may or may not include the president’s recommendations.

In either instance, if the disability of the current president should entail a medical event rendering the performance of the position untenable, the Board shall determine the anticipated return to service and/or the inability to do so.

If the executive, designated by the president to serve as the acting president is unable or unwilling to serve as the acting president when required to do so, the board may appoint the other executive acting president or engage interim president services.

In the employment of the acting president, the person filling this office shall be bound to the bylaws and policies of the Jackson College Board of Trustees, and will be evaluated on job performance by the same metrics and systems as for the College president. The person appointed as Acting President shall have the full authority for decision-making and independent action as the regular President.

The duties and compensation for the temporary position shall be determined by the board.

Immediately upon transferring the responsibilities to the Acting President, the Board Chair will notify staff members, members of the Board of Trustees, the Foundation Board, the Jackson Preparatory & Early College Board, and key civic and organizational leaders of the delegation of authority.

The decision about when the absent President returns to lead Jackson College should be determined by the President and the Board. They will decide upon a mutually agreed
upon schedule and return. A reduced schedule for a set period of time can be allowed, by approval of the Board Chair, with the intention of working their way back up to a full-time commitment. However, should the long-term absence of the College president develop into a permanent absence, via notification by the College president, the Board Chairperson shall, with input and direction from the entire board, establish a plan for recruitment and selection of a new permanent President. The service of the appointed acting president shall not preclude him or her from being considered by the board for the permanent appointment of the role of College president.
TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

7.2 President’s Report
7.2.1 Legislative
7.2.2 College Items
    7.2.2.1 Upcoming Events
7.2.3 Global Warming News Article

(Board Policy: Executive Limitations: Communication and Counsel to the Board)

I will provide an update of significant legislative matters as well as major college initiatives and a review of upcoming events.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

None
Please review the following list of JC & Community Events where your participation is encouraged.

- **Feast for Knowledge 2018: Oktoberfest**  
  Thursday, October 11, 2018  
  6pm  
  Potter Center Snyder Dining Commons

- **NAACP’s Freedom Fund Banquet**  
  Sunday, October 14, 2018  
  5pm  
  Gene Davis & Son’s Banquet Facility

- **Percussion Concussion**  
  Wednesday, October 24, 2018  
  7pm  
  Sheffer Music Hall

- **Halloween Spooktacular**  
  Friday, October 26, 2018  
  5pm  
  Central Campus (start in BW)

*Tickets are often required to these events so please RSVP to Sandra Phelan at 796-8473 at your earliest convenience.*