

# Jackson College Board of Trustees Meeting

Regular Meeting

November 04, 2024 06:30 PM



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(\*) Indicates a roll-call item

# MISSION DOCUMENTS

## MISSION

Together we inspire and transform lives.

## VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

## STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS<sup>2</sup>), **we believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment
- Our work matters!

## MISSION DOCUMENTS

### VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.
- **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.
- **Inclusion** – We demonstrate inclusion by seeking involvement and providing access for those with diverse backgrounds to work toward a culture of equality while maintaining differences in a respectful way.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.
- **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals' greatest strengths.

<p><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>                  Board Meeting Date: November 4, 2024</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>5:45pm Board Dinner [No Board discussion/decisions]  <b>BOARD POLICY:</b> <a href="#">Open Meetings Act – Act 267 of 1976</a></p>
<p><b>Description:</b></p>
<p>In accordance with the <a href="#">Michigan's Open Meetings Act (OMA)</a>, 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present.</p> <p>As further clarified in the <a href="#">Open Meetings Act Handbook</a>, prepared by Michigan Department of Attorney General's Office, while the OMA "does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,"<sup>28</sup> a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
<p><b>Resource Impact:</b></p>
<p>None</p>
<p><b>Requested Board Action:</b></p>
<p>Board members partake in a purely social dinner gathering, prior to the regular Board meeting.</p>
<p><b>Action Taken:</b></p>
<p> </p>



## **Roberts Rule of Order for Small Assemblies**

Board of Trustees  
Jackson College, MI

**Parliamentary procedure is a set of rules for conducting orderly meetings of the Board of Trustees that accomplish goals fairly. Excerpts from Robert's Rules of Order Newly Revised – 12<sup>th</sup> Ed. (RONR), includes provisions for small assemblies (i.e., a grouping of 12 or fewer members). These rules apply to the Board committees as well.**

### **I. General Principles:**

RONR provides that Board of Trustees meetings are not to be conducted with the formality of a large assembly, but some general principles apply. Namely:

1. A quorum must be present for business to be conducted.
2. All Trustees have equal rights, privileges and obligations.
3. No person should speak until recognized by the chairperson.
4. Personal remarks or sidebar discussions during debate are out of order.
5. Only one question at a time may be considered.
6. Only one person may have the floor at any one time.
7. Trustees have a right to know what the pending question is and to have it restated prior to a vote being taken.
8. Full and free discussion of every main motion is a basic right.
9. A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
10. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
11. The chair should always remain impartial.

### **II. Unique Components to Small Assemblies:**

These rules/exceptions are called the *Rules of Order for Small Assemblies*. However, the following RONR modifications to the Rules for small assemblies are notable and must be adhered to:

1. Members are not required to obtain the floor before speaking or making a motion, which can be done while seated. The chairperson merely recognizes the person.
2. Motions need not be seconded, although the chair should repeat the motion so that the meeting knows what is being talked about and before there is a vote, the proposed resolution should be repeated by the chair unless the resolution is clear. (A long motion should be in writing to assist the chair.)

3. There is no limit on the number of times that a person can speak, although in boards and committees it is not proper for a member to speak if a person who has not spoken wishes to be recognized. It is never proper to interrupt.
4. Informal discussion on a topic is permitted, even though no motion is pending. (It is required, however, to stick to the agenda.)
5. When a proposal is perfectly clear to the assembly, a vote can be taken without a motion having been made, but the chair is responsible for expressing the resolution before it is put to a vote.
6. The chair need not rise while putting questions to a vote.
7. The chair can participate in the discussion and unless there is a rule or custom of the board or committee to the contrary, can make motions and vote.
8. In order to have the benefit of the committee's or board's matured judgment, no motions to close or limit debate (such as "calling the question") are permitted.

### **III. Amendments:**

A "motion to amend" can accomplish one or more of the following: 1) Inserting new language; 2) Striking language; and 3) Striking language in favor of adding new language.

Any motion can be amended by a subsequent motion. If the person who made the original motion consent to the amendment, the amendment is then deemed to be "friendly" amendment and it does not require additional support from another person; additionally, the matter is not subject to debate. If an amendment is not deemed friendly, it does require a person to second the amendment. Such a motion must then be debated and voted upon, before the debate resumes on the original motion.

A person wishing to make an amendment cannot interrupt another speaker. The chair should allow full discussion of the amendment (being careful to restrict debate to the amendment, not the original motion) and should then have a vote taken on the amendment only, making sure the board members know they are voting on the amendment, but not on the original motion.

If the amendment is defeated, another amendment may be proposed, or discussion will proceed on the original motion.

If the amendment carries, the meeting does not necessarily vote immediately on the "motion as amended." Because the discussion of the principle of the original motion was not permitted during debate on the amendment, there may be members who want to speak now on the issue raised in the original motion.



<p><b>BOARD OF TRUSTEES MEETING</b> <b>Action &amp; Information Report</b> Board Meeting Date: November 4, 2024</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
1.0 Call to Order & Pledge of Allegiance of the United States <b><i>BOARD POLICY:</i></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order
<b>Description:</b>  Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:  The Pledge:  “I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Come to order, stand, and recite the Pledge of Allegiance to the United States.
<b>Action Taken:</b>





<p style="text-align: center;"><b>BOARD OF TRUSTEES MEETING</b> <b>Action &amp; Information Report</b> Board Meeting Date: November 4, 2024</p>
---

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

<p><b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>2.0 Adoption of Minutes 2.1 Regular Board Meeting of 10.14.24</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p><b>Description:</b></p> <p>Attached are the minutes of the most recent regular meeting of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p> <p>Please note that, by State law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.</p>
<p><b>Resource Impact:</b></p> <p>None</p>
<p><b>Requested Board Action:</b></p> <p>Consideration of the minutes for approval to the formal record of the Board.</p>
<p><b>Action Taken:</b></p>



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

Jackson College

Central Campus, George E. Potter Center, 2<sup>nd</sup> Floor,  
Boardroom

10.14.24

### **[DRAFT & UNOFFICIAL]**

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 10.14.24, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2<sup>nd</sup> Floor, Boardroom.

*Board Members Present:* Chairperson John Crist, Vice-Chairperson Sheila Patterson, Trustee Matt Heins, Trustee Donna Lake, Trustee Christopher Simpson, and Trustee Teshna Thomas

*Board Member Absence:* Trustee Philip Hoffman

*Others Present Include:* Dr. Daniel Phelan, Keith Everett Book, Brendon Beer, Cindy Allen, Ashley Van Heest, Heather Ruttkofsky, Julie Hand, Danielle Mackey, D.R. Hammontree

Chairperson John Crist called the meeting to order at 6:30PM Eastern Daylight Savings Time.

#### **ADOPTION OF MINUTES**

The draft minutes of the Regular Board of Trustees dated 09.09.24 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

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

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

#### **COMMUNICATIONS**

##### *PUBLIC COMMENTS:*

Chairperson Crist invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

Chairperson Crist reminded the Board and public of the following:

- Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter

comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.

- When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees.

Danielle Mackey (Candidate for Jackson College Board of Trustees – 6-year term) – Danielle Mackey announced her candidacy for Trustee to the Board, providing background, relevant experience, endorsements, and her focus should she be elected to the Board which included: student success, community engagement, and financial stability.

D.R. Hammontree (Candidate for Jackson College Board of Trustees – 2-year term) – D. R. Hammontree announced his candidacy for Trustee to the Board, providing his background, relevant experience, and hopes to move purposeful energy should he be elected through community and police oversight, racial equity, and planning.

Dr. Mark Ott (Current JC Employee – Jackson College Faculty) – Dr. Ott provided the following good news stories:

- Assistant Professor Nina Knight and adjunct faculty member David Hayes have written an article together that was recently accepted for publication in the Humanities Review.
- Composition Instructor Holly Taylor was recently selected to give a presentation at the annual national conference for the Association of Writers and Writing Programs Conference in March.
- Dr. Becky Roberts and Professor Chrissy Hughes had the privilege of speaking to the Careers class at Hillsdale High School. They discussed careers in Communication and Graphic Design and were also able to share personal experiences about maximizing the college experience and making smart "school-to-career" choices.
- Jackson College faculty members are engaging with the future of AI in education, hosting two recent AI workshops on campus. The sessions focused on Writing in the Age of AI and possible futures for AI in education. This was in partnership with the JCISD and the statewide MiSTEM group, including public school educators from the region. The events included a guest speaker who is an educational technology expert from Central Michigan University and provided attendees with a copy of a new scholarly text on the topic. Each Trustee was provided with a copy of Teaching with AI, courtesy of the IQC: Faculty Professional Development Committee of the Academic Council.
- Dr. Ott announced a concert being held at Jackson College next week. On behalf of Conductor Dan Bickel, Dr. Ott invited Trustees to attend the rehearsal

on 10.15.24 to see the new Potter Center Instrumental Music Studio in action, and also to attend the actual concert on 10.22.24.

- Lastly, he shared hopes that the new Dean of Arts and Sciences will be joining soon. On behalf of the members of the faculty committee, he described the Dean hiring search as having been done professionally with the interest of both faculty and administration coming into this important hire.

*BOARD COMMENTS & CEO REPORT:*

CEO Phelan provided a written CEO report, a new Board meeting feature, in lieu of prior Trustee Briefings, for the Board's review and consideration going forward, offered as a routine, transparent communication tool regarding on-going impacts on Board's ENDS, as well as Collegiate updates.

Trustee Lake described her pride in the College while participating in the recent Starry Night event hosted by the Jackson College Foundation on Central Campus: the food, staff, faculty, and Foundation employees (i.e., Julie Hand, Brigette Robinson, and Sheril Tarrant) were inspiring. Trustee Lake shared comments from others that attended the event that described their appreciation and hopes that similar events will be hosted again, events that demonstrate how far the College has come, how it continues to grow, and how the community can embrace the College.

Trustee Simpson and Trustee Thomas echoed Trustee Lake's comments.

Vice-Chairperson Patterson shared her appreciation for the CEO Report.

*EXCELLENCE MINUTE:*

The Board welcomed Heather Ruttkofsky (Jackson College Dean of Heather Sciences, Career & Technical Trades) and Heather Lauer (Jackson County Faculty Instructor, Surgical Technology) to share exciting developments within JC's Surgical Tech Program.

The Program started in 2024 with 9 students and 8 clinical sites. For the current program year, there are currently 26 eligible students and an expected 18 clinical sites. The program is garnering employment promises and scholarships.

The first site visit for accreditation of the program was exemplary, with all minor findings quickly rectified. The accreditation notice should be known by the second week in January. Jackson College could potentially take the lead in this field with Henry Ford. Employment at Jackson College because of the good work with the Surgical Tech Program has been sought after. Accreditors shared that Jackson College students in the program by level 1 are more advanced than entry level employees.

President Phelan and Chairperson Crist thanked Heather Lauer for this achievement, especially in light of the fact that Professor Lauer has been at the College for less than a year.

## **OWNERSHIP LINKAGE**

### *OWNER LINKAGE - MILLAGE UPDATE*

CEO Phelan offered feedback received from the Millage Information Flyer that was distributed throughout the county, other media, and speaking engagements held / scheduled by CEO Phelan, Trustees, and JC administrators:

Speaking engagements:

- League of Women Voters: 9/24, 9/26
- JTV: 10/22, 10/30

He also offered that 100 yard signs, privately funded, will be available to those that would like them this week.

## **ITEMS FOR DECISION**

### *GOVERNANCE PROCESS ITEMS: Consideration of February 2025 Regular Board Meeting Date Change*

The Board considered if they should keep the proposed Regular Board meeting on 02.10.25 or move it to 02.17.25, if any Board member is attending the [2025 ACCT Community College National Legislative Summit – 02.09-12.25.](#)

**MOTION BY VICE-CHAIRPERSON PATTERSON TO MOVE THE PROPOSED REGULAR BOARD MEETING ON 02.10.25 TO 02.17.25. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### *EXECUTIVE LIMITATIONS ITEMS: EL-04 Financial Conditions & Activities – Policy Review*

The Board's Executive Limitations policy EL-04 Financial Conditions & Activities was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan recommended a minor edit for the Board's consideration.

### *EXECUTIVE LIMITATIONS ITEMS: EL-08 Communication & Support to the Board – Policy Review*

The Board's Executive Limitations policy EL-08 Communication & Support to the Board was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Trustee Lake, Trustee Simpson, and CEO Phelan recommended minor edits for the Board's consideration.

**MOTION BY TRUSTEE HEINS TO APPROVE POLICIES EL-04 FINANCIAL CONDITIONS & ACTIVITIES AND EL-08 COMMUNICATION & SUPPORT OF THE BOARD AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES**

**CRIST, HEINS, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-04 Financial Conditions & Activities – Interpretations Assessment*

CEO Phelan presented his interpretation recommendations for policy EL-04 to the Board for their regularly scheduled review. Updates to the recommendations were minor language clarifications.

*EXECUTIVE LIMITATIONS ITEMS: EL-08 Communication & Support to the Board – Interpretations Assessment*

CEO Phelan presented his interpretation recommendations for policy EL-08 to the Board for their regularly scheduled review. Updates to the recommendations were minor language clarifications.

**MOTION BY TRUSTEE LAKE TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICIES EL-04 AND EL-08 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICIES. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*CONSIDERATION OF EXPANDING THE OFFICE HOLDER ACCOUNT*

The Board considered expanding upon the allocation of funding support to CEO Phelan's Office Holder Account. The request was made based upon the increasing requests the CEO is receiving, the rising expectations for support, as well as the need for an increased ability to engage with those in public service, or seeking public service.

The office holder account is designed to advance the mission of the institution by way of donations made by the CEO to equally support candidates. The CEO's current account is at \$30K, which he receives via direct payment for said purposes. CEO Phelan has had to use personal funds in recent years to accommodate requests for support.

Trustee Heins asked if there is a better mechanism for this that would not incur additional personal taxation due to the allocation of these funds. President Phelan noted that currently, there is not a better mechanism, and that this approach is used across community colleges as a result.

Vice-Chairperson Patterson described that sometimes the return of support is not reciprocated. In accordance with Michigan law, CEO Phelan cannot reveal how the support funds are distributed. Trustee Heins described his concerns with this model. CEO Phelan described the current process as an imperfect system. This has been a part of CEO Phelan's contract since he started in 2001 and was in the previous CEO contracts as well.

**MOTION BY TRUSTEE SIMPSON TO APPROVE AN INCREASED CONTRIBUTION OF \$10K TO THE OFFICER HOLDER ACCOUNT, BRINGING IT TO A TOTAL OF \$40K. TRUSTEES VOTED BY ROLL CALL VOTE:**

**TRUSTEES SIMPSON: AYE,**

**TRUSTEE HEINS: AYE (WITH CONCERN FOR THE SYSTEM STRUCTURE)**

**CHAIRPERSON CRIST: AYE**

**VICE-CHAIRPERSON PATTERSON: NAY**

**TRUSTEE LAKE: AYE**

**TRUSTEE THOMAS: AYE**

**MOTION PASSED 5:1.**

### **CONSENT / REQUIRED APPROVAL AGENDA**

#### *CONSIDERATION OF PARTNERS FOR FISH & WILDLIFE PROGRAM – LANDOWNER AGREEMENT*

The Board considered an agreement between Jackson College, The Dahlem Conservancy and the U.S. Fish and Wildlife Services to restore habitat for the benefit of Federal trust species on private lands and support priority actions identified in the Regional Partners for Fish and Wildlife Program Strategic Plan.

CEO Phelan confirmed that the agricultural instructional program at the College no longer has a need for the property and that The Dahlem Conservancy would like to participate in this federal program as well. There is no cost to the College unless the College withdraws from the 10-year contract.

**MOTION BY TRUSTEE HEINS TO APPROVE THE AGREEMENT BETWEEN JACKSON COLLEGE, THE DAHLEM CONSERVANCY AND THE U.S. FISH AND WILDLIFE SERVICES TO RESTORE HABITAT FOR THE BENEFIT OF FEDERAL TRUST SPECIES ON PRIVATE LANDS AND SUPPORT PRIORITY ACTIONS IDENTIFIED IN THE REGIONAL PARTNERS FOR FISH AND WILDLIFE PROGRAM STRATEGIC PLAN. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

### **MONITORING CEO PERFORMANCE**

*MONITORING CEO PERFORMANCE: EN-01 Board's ENDS (#5) – Evidence Review*  
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EN-01 Board's ENDS (5) indicating Full Compliance according to his previously approved interpretations.

**MOTION BY VICE-CHAIRPERSON PATTERSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EN-01 BOARD'S ENDS (5) AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE:**

**TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*MONITORING CEO PERFORMANCE: EL-01 Treatment of Learners – Evidence Review*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-01 Treatment of Learners indicating Full Compliance according to his previously approved interpretations.

*MONITORING CEO PERFORMANCE: EL-02 Treatment of Staff – Evidence Review*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-02 Treatment of Staff indicating Full Compliance according to his previously approved interpretations.

**MOTION BY TRUSTEE THOMAS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICIES EL-01 TREATMENT OF LEARNERS AND EL-02 TREATMENT OF STAFF AND FINDS THAT THEY DEMONSTRATE COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICIES. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:*

CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted.

**MONITORING BOARD PERFORMANCE**

*MONITORING BOARD PERFORMANCE: BCD-01 Unity of Control – Survey Results Review:*

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-01 Unity of Control.

*MONITORING BOARD PERFORMANCE: GP-05 Role of Vice Chair– Survey Results Review:*

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-05 Role of Vice Chair.

*MONITORING BOARD PERFORMANCE: GP-08 Board & Committee Expenses– Survey Results Review:*

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-08 Board & Committee Expenses.



## **INFORMATION REQUEST BY THE BOARD**

### *Investigation Recommendations Outline & Timeline:*

In response to the motion passed at the 09.09.24 Regular Board Meeting, CEO Phelan offered a report regarding his work to-date, and timeline for addressing the remaining Miller Johnson recommendations.

Regarding Trustee Heins' inquiry, CEO Phelan confirmed that a document that was missing from an employee file during the investigation is now in that employee file. Trustee Heins requested a documented process for use in confirming that performance improvement plans and related documents are consistently included in employee files.

Trustee Thomas suggested the use of an audit process to confirm that appropriate documents are filed.

Trustee Simpson requested a documented process for employee training associated with the hiring process. CEO Phelan described a new certification process that will be required for employees to participate in the hiring process going forward.

Regarding Trustee Heins' inquiry into how to confirm that policies are followed, CEO Phelan described a letter of agreement that could be modified to express the responsibility of an employee to have annually read, understood, and upheld the policies of the College, including policies that have been updated.

Trustee Simpson asked how employees know when a policy is changed and understood. CEO Phelan described that links to policies are sent out via the weekly employee newsletter when policies have been changed and that all policies are on the College's intranet. Supervisors are responsible to ensure that College policies are followed. The new employee orientation is also robust with policy information.

CEO Phelan confirmed for Vice-Chairperson Patterson that annual training for core policies happens automatically and electronically. Supervisors conduct quarterly Personal Management Interviews (PMIs) which are documented electronically.

Trustee Heins asked CEO Phelan to describe how 3 CHRO searches have failed. CEO Phelan noted that CHRO positions across the state are the most challenging to fill at present. It is possible that the salary range being offered needs to be increased, which is feedback CEO Phelan has received recently from local colleagues. He described that the use of contracted services to fill positions is exorbitant and finite, and that executive search firms normally require a percentage of the placement's salary for 3 years. CEO Phelan hopes to have a clear answer regarding the direction he will take concerning the Dean and CHRO roles within a week to 10 days.

To ensure that security is getting the diversity training that they need, CEO Phelan described a certification and testing process for this training and use of Cultural Fluency Associates. He also described a book that the Leadership Council is discussing on a

quarterly basis (How to Know a Person, by David Brooks), as well as the use of the annual PACE and CCCSE (Community College Center for Student Engagement) surveys.

To ensure that separation of reporting and investigatory elements associated with Title IX, CEO Phelan described how reporting is handled by a neutral party, followed by adjudication and investigation by the College's legal counsel. Then there is a third individual that reports the results of investigations. The President has established an Office of the General Council which is now located in the President's office and accessible by anyone.

CEO Phelan will provide updates to all relevant issues as they occur via his CEO Report presented at the regular Board meetings going forward.

*College Feature:*

Jackson College Chief Strategy & IR Officer Ashely Van Heest offered a PACE Survey and Strategic Agenda Update. Ashley Van Heest thanked Jennifer Dobbs and her team for their work on the survey and presentation. The timeline of the PACE Survey review process follows:

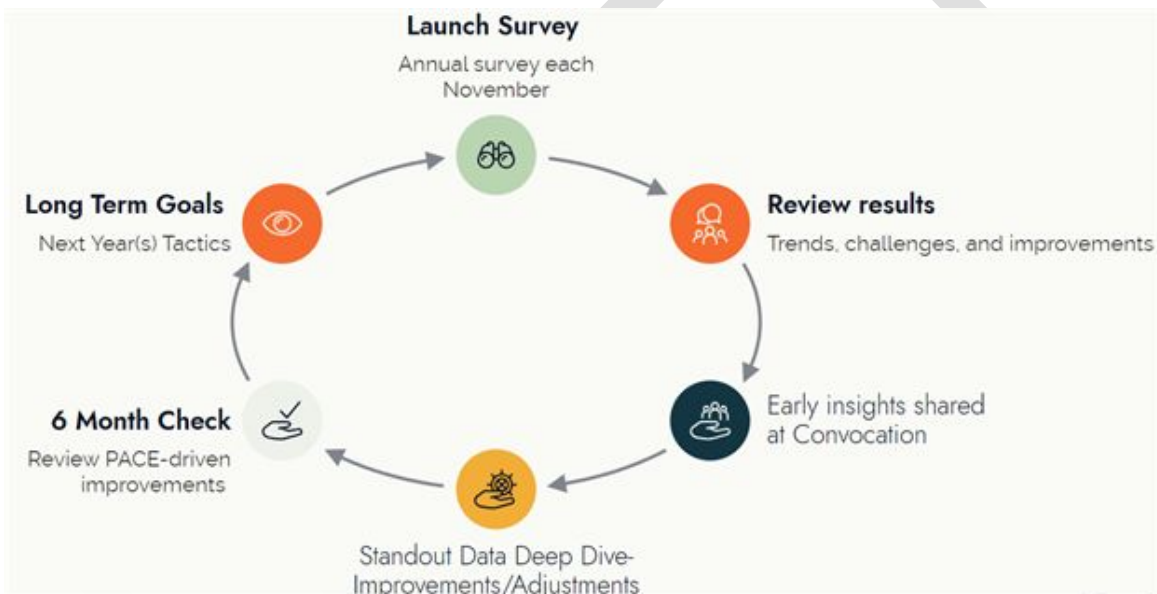


The collaborative insights that go into the PACE Survey include:

- 2022 PACE Review
- Inclusive Excellence
- Administrator Meetings
- Strategic Agenda
- Convocation
- Group Review

Ashley Van Heest walked the Board through lists of progress that has been made and will be on-going in accordance with the PACE survey suggestions. She also described the process of how the PACE Survey suggestions become tactics toward the goals of the Strategic Agenda.

The future of the PACE Survey looks like this:



Trustee Heins and Van Heest discussed the current benefits of conducting the PACE survey annually (rather than bi-annually). CEO Phelan thanked Ashley Van Heest and Jennifer Dobbs for their leadership in this important cultural work for the College. Trustee Thomas shared her appreciation for the work being done.

*Next Board Meeting Topics – 11.04.24:*

CEO Phelan provided the members with a portent of items that are to come at the 11.04.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Excellence Minute
- Policy Review: EL-07 Compensation & Benefits

- Policy Review: EL-09 Organization Culture
- Policy Review: GP-13 Special Rules of Order
- Policy Review: BCD-02 Accountability of the CEO
- Interpretations Assessment: EL-07 Compensation & Benefits
- Interpretations Assessment: EL-09 Organization Culture
- Evidence Review: EL-04 Financial Conditions & Activities
- Evidence Review: EL-08 Communication & Support to the Board
- CEO Monitoring Compliance Schedule & Summary
- CEO, CFO Audit Certifications
- Audit Report
- Consideration of Budget Adjustments (if needed)
- FY 2025 Q1 Financial Report
- College Feature: Marketing (Dotty Karkheck, Director of Marketing)
- DEI Update

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

#### *Principles of Policy Governance:*

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process.

### **MEETING CONTENT REVIEW**

All was appreciated by the Board. Report from the President was appreciated.

### **ADJOURN**

**MOTION BY VICE-CHAIRPERSON PATTERSON “To adjourn.”**

**TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, LAKE, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Meeting Adjourned at 8:07pm ET.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
3.0 Declaration of Conflict of Interest*  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
<b>Description:</b>
Consistent with Board Policy, By-laws, and the standard of the Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.  Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.  A roll call vote is required for this item.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>4.0 Communications                  4.1 Public Comments (limit of 5 minutes per person)</p> <p><b><u>BOARD POLICY:</u></b> BYLAWS</p>
<p><b>Description:</b></p>
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairperson may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairperson also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.</p> <p><b>Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. <i>Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.</i></b></p> <p>The Chairperson reads the following statement prior to persons offering comment, but regardless, it is expected to be adhered to by persons wishing to address the Board:</p> <p><b><i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></b></p>
<p><b>Requested Board Action:</b></p>
<p>Receive comments from persons wishing to address the Board.</p>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
4.0 Communications 4.2 Board Comments & CEO Report  <b><u>BOARD POLICY:</u></b> BYLAWS
<b>Description:</b>
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p> <p><b>However, Board Policy and good governance practice suggests that this is not an occasion to make comments / respond to the attending public, as this is a meeting of the Board, not the public. Thus, this item is provided solely an opportunity for sharing items of interest among Trustees.</b></p> <p><b>Also enclosed is my CEO Report, offered as a routine, transparent communication tool regarding on-going impacts on Board’s ENDS, as well as Collegiate updates.</b></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive non-action item comments from members and/or the CEO.
<b>Action Taken:</b>



# CHIEF EXECUTIVE OFFICER'S REPORT

11  
04  
24

**DR. DANIEL J.  
PHELAN**



Mission: Together we inspire and transform lives...





# ENDS HIGHLIGHT

## CEO REPORT



**EN.01.05.02**

**RESIDENTS HAVE RESOURCES FOR SOCIAL, CULTURAL, ARTS AND WELLNESS EXPERIENCES.**



### **Percussion Concussion featuring Detroit Lions Drumline set for 11.07.24**

On Thursday, November 7, at 7:30 PM, the Potter Center's Harold Sheffer Music Hall will come alive with rhythm as the Detroit Lions Drumline, the renowned Honolulu Boom, takes the stage alongside a dynamic lineup of local high school drumlines. This annual celebration promises a night packed with high-energy performances, powerful beats, and an unbeatable community vibe that will have the audience on their feet!

Adding to the excitement, the Honolulu Boom will lead pre-show clinics for high school drumline members, offering an exclusive chance to learn from the best. The evening will reach its peak with an electrifying grand finale that's sure to leave a lasting impression. High school drumlines from Jackson, Northwest, Western, Michigan Center, Columbia Central, Springport, Napoleon, Lumen Christi, Addison, The George Crockett Academy, Jonesville, Mason, and Vandercook Lake will all join in for this unforgettable showcase. Tickets are \$15 each or two for \$25, available at the Potter Center Box Office (517.796.8600) or at the door...





# ENDS HIGHLIGHT

EN.01.05.02



I joined JTV on their 24th year anniversary show (click the play button above for the link to the broadcast). I shared the continuous good work Jackson College does for the community, including:

The Annual Jackson College Halloween Spooktacular that was held on October 25th on Central Campus. Once again, the event provided a safe trick-or-treating environment through campus buildings for students, employees, and community members with children. 841 children participated this year...



# COLLEGIATE UPDATES

## CEO REPORT



▶ JC Administrators and Students joined WILX 10 to discuss enrollment at Jackson College, enrollment trends and how we are growing our student population. Click the play button above for the link to the story!

Published: Oct. 24, 2024 at 6:16 PM EDT

LANSING, Mich. (WILX) - At Jackson College, they're using a new approach to attract and retain more students. I'm grateful to both Cooper and Stephanie for the great job they did...



# COLLEGIATE UPDATES

## CEO REPORT



### **CONGRATULATIONS TO THE PRACTICAL / VOCATIONAL NURSING PROGRAM!**

The Jackson College Practical/Vocational Nursing Program held its initial accreditation from the National League for Nursing Commission for Nursing Education Accreditation (NLN CNEA) and received strong commendation from the accrediting team...



### **INTRODUCING LIVESAFE!**

Jackson College has expanded its commitment to ensuring personal safety and security of employees, students, and guests. Now operational, LiveSafe allows direct, two-way communication with security personnel and provides access to critical safety information anytime, anywhere. We have encouraged all employees and current students to download the app from their phone's app store and stay engaged in helping keep our community safe by reporting anything that seems unusual...



# COLLEGIATE UPDATES

## CEO REPORT



**THE NEW YORK TIMES MAGAZINE - The University of Michigan Doubled Down on D.E.I. What Went Wrong? A decade and a quarter of a billion dollars later, students and faculty are more frustrated than ever.**



I like to keep you posted on happenings nationally to give context to our work at Jackson College...in this case, it's next door. Nicholas Confessore is an investigative reporter for The Times and a staff writer for the magazine, and, for this story, he spoke to more than 60 students, faculty, alumni and administrators at the University of Michigan; obtained internal university documents; and interviewed D.E.I. experts and critics around the country.

“Striving to touch ‘every individual on campus,’ as the school [puts it](#), Michigan has poured roughly a quarter of a billion dollars into D.E.I. since 2016. A 2021 [report](#) from the conservative Heritage Foundation examining the growth of D.E.I. programs across higher education, the only such study that currently exists, found Michigan to have by far the largest D.E.I. bureaucracy of any large public university. Tens of thousands of undergraduates have completed bias training. Thousands of instructors have been trained in inclusive teaching. When Michigan inaugurated what it now calls D.E.I. 1.0, it intentionally placed itself in the vanguard of a revolution then reshaping American higher education. Around the country, college administrators were rapidly expanding D.E.I., convinced that such programs would help attract and retain a more diverse array of students and faculty. Click on the image above for the story...

# COLLEGIATE UPDATES

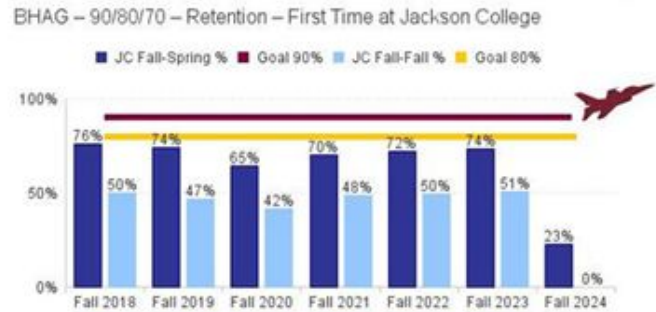
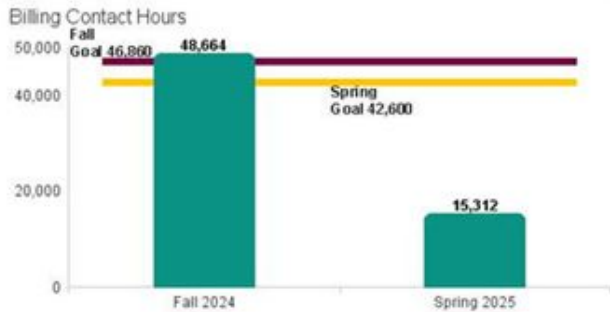
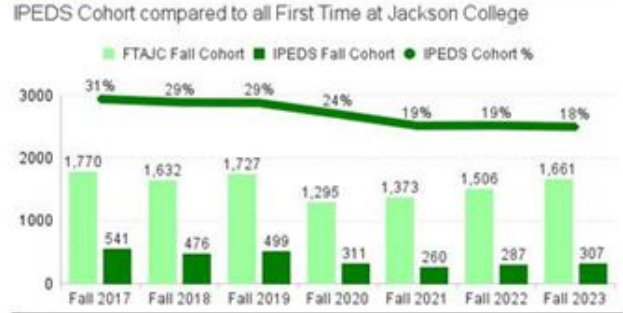
## CEO REPORT

### The College's Institutional Scorecard

Some acronyms to remind yourselves of when reviewing the scorecard:

- IPEDS = Integrated Postsecondary Education Data System
- FTIAC = Frist Time in Any College
- FTAJC = Full Time at Jackson College
- WIG = Wildly Important Goal: Jackson College will be in the top 10% of FTIAC IPEDS data in Michigan with a completion rate of 40% within 3 years
- BHAG = Big Hairy Audacious Goal: 90/80/70/UO - Fall-Winter Persistence \* Fall-Fall Persistence \* Graduation Rate \* Undifferentiated Outcomes by 01.01.28

### Jackson College ~ Institutional Scorecard



Updated 10/30/24



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>4.0 Communications</p> <p style="padding-left: 20px;">4.3 Excellence Minute – National Science Foundation (NSF) Grants                  (Heather Ruttkofsky, Dean of Health Sciences, Business, and Information Technologies / Jamie Vandenburg, Dean of Workforce, Technical, and Professional Education)</p> <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board</p>
<p><b>Description:</b></p>
<p>This is an opportunity to celebrate one of the many good works of Jackson College. During this portion of the agenda, a student, alumni, community member or colleague will provide a highlight of the College’s impactful and excellence practices or achievements.</p> <p>At this meeting we will welcome Heather Ruttkofsky (Dean of Health Sciences, Business, and Information Technologies) and Jamie Vandenburg (Dean of Workforce, Technical, and Professional Education) to celebrate the 2, first-ever, NSF grants that the College has received.</p>
<p><b>Resource Impact:</b></p>
<p>None</p>
<p><b>Requested Board Action:</b></p>
<p>Information only.</p>
<p><b>Action Taken:</b></p>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>5.0 Ownership Linkage                      5.1 Ownership Linkage – Millage Update</p> <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
<p><b>Executive Summary:</b></p>
<p>Chairperson Crist, Trustee Lake, and CEO Phelan will provide updates on the Board’s ownership linkage, including feedback from the Millage Information Flyers that were distributed twice throughout the county, radio, JTV, other media, and speaking engagements held / scheduled by CEO Phelan, Trustees, and JC administrators:</p> <p>On the November ballot, Jackson College will be asking voters to restore their originally authorized charter millage of 1.33 mills. This is a Headlee override request. Headlee has knocked Jackson College down to 1.1327 mills. If voters say yes to the 1964 level it would mean about \$1.2 million in additional yearly revenue. For property owners for a home valued at \$100,000 it would cost less than \$10 a year. If a home is valued at \$200,000 the cost is \$19.75 a year.</p> <p>Passage of this millage will assist the College’s workforce development program. The College is not asking voters for an additional authorization, but a restoration of the 1964 original 1.33 millage rate. However, use of the word “increase” on the ballot is required by law.</p> <p>Speaking engagements: (click for recordings)</p> <ul style="list-style-type: none"> <li>• League of Women Voters: <a href="#">9/24</a>, 9/26</li> <li>• <a href="#">Jackson College Millage   WKHM-AM - Jackson, MI</a></li> <li>• JTV: <a href="#">10/22</a>, <a href="#">10/30</a></li> <li>• Jackson County Chamber of Commerce Facebook – 11/1</li> </ul>
<p><b>Requested Board Action:</b></p>
<p>Information only.</p>





**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>6.0 Items for Decision                  6.1 Governance Process                      6.1.1 GP-13 Special Rules of Order – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order</p>
<p><b>Description:</b></p>
<p>Enclosed for its regularly scheduled review is policy GP-13. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending minor edits for the Board’s consideration.</p> <p>The enclosed version tracks the recommended edits. I appreciate your consideration of this policy with minor change.</p>
<p><b>Resource Impact:</b></p>
<p>None</p>
<p><b>Requested Board Action:</b></p>
<p>Consideration of policy GP-13 Special Rules of Order.</p>
<p><b>Action Taken:</b></p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** GOVERNANCE PROCESS

**Policy Title:** Special Rules of Order

**Policy Number:** GP 13

**Date Adopted:** 06.08.20

**Version:** 2.0

**Date Last Reviewed:** 11.13.23

**Responsible Party:** Chief Governance Officer (CGO)

**Reviewing Committee:** Chairperson Crist,  
Trustee Heins  
Trustee Thomas

### GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees meetings will be conducted in an orderly, effective process, led and defined by the Board Chair/ Chief Governance Officer (CGO).

1. All by-law obligations respecting Board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda, unless otherwise approved by a majority vote of the Board.
4. Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
5. Trustees must keep their comments relevant to the issue under consideration.
6. Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.

~~7. Board decisions will be made, to the extent possible, on the basis of consensus.~~

~~8.7. Where consensus is not possible, p~~Proposals that the Board take action, or decide a particular matter, shall be made by main motion of a Trustee, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.

~~8.1.7.1.~~ The Chair may, to the same extent as any Board member, make motions, engage in debate, or vote on any matter to be decided.

~~8.2.7.2.~~ A motion to amend a main motion may be amended, but third level amendments are out of order.

**Commented [MH1]:** What is the purpose? One could read into this and come away with the belief that everyone votes the same and that there are no independent thoughts of Trustees.

~~8.3-7.3.~~ A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.

~~9.8.~~ Trustees may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.

~~40.9.~~ A vote on a motion shall be taken when discussion ends but any Trustee may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.

~~44.10.~~ A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.

~~44.10.1.~~ A decision to discontinue the Board's use of Policy Governance can occur only by a supermajority (i.e., Two-thirds) vote of the entire Board (i.e., Five members of the Board).

~~42.11.~~ Board decisions about policies and revisions to policies will be considered first by the Board members assigned for pre-review of the policies, with the second reading occurring during the actual Board meeting. If approved, it has immediate effect.

~~43.12.~~ A motion to adjourn a Board meeting may be offered by any Trustee or, on the conclusion of all business, adjournment of the meeting may be declared by the Board Chair.

~~44.13.~~ A Trustee may request to have his or her vote on the record.

~~45.14.~~ When further rules of order are to be developed by the Board, the Board will consider Robert's Rules of Order for Small Boards & Assemblies as a resource guide.

Commented [MH2]: Does this require a vote of the Board?

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
11.14.22	1.0	Regular Review – Approved	CEO
11.13.23	2.0	#3 was revised to include a majority vote provision and #12 was revised to align with current practices.	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
<p>6.0 Items for Decision</p> <p>6.1 Governance Process</p> <p>6.1.2 BCD-02 Accountability of the CEO – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> BOARD/CEO DELEGATION: BCD-02 Accountability of the CEO</p>
<b>Description:</b>
<p>Enclosed for its regularly scheduled review is policy BCD-02. Chairperson Crist, Trustee Heins, Trustee Thomas, and I do not have any changes to recommend at this time.</p> <p>I appreciate your consideration of this policy.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of policy BCD-02 Accountability of the CEO.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** BOARD-CEO DELEGATION

**Policy Title:** Accountability of the CEO

**Policy Number:** BCD 02

**Date Adopted:** 05.11.20

**Version:** 1.0

**Date Last Reviewed:** 11.13.23

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Crist,  
Trustee Heins,  
Trustee Thomas

### BOARD-CEO DELEGATION STATEMENT:

The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.
3. Since the CEO is accountable for operational achievement, the Board will view CEO performance as identical to organizational performance. Therefore, the CEO's job description is to accomplish a reasonable interpretation of Board-stated Ends and comply with a reasonable interpretation of Executive Limitations.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
11.13.23	1.0	Scheduled Review – Approved	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.1 EL-07 Compensation & Benefits – Policy Review*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-07 Compensation & Benefits
<b>Executive Summary:</b>
Enclosed for its regularly scheduled review is policy EL-07. Chairperson Crist, Trustee Heins, Trustee Thomas, and I are recommending a minor edit for the Board’s consideration.  The enclosed version tracks the recommended edit. I appreciate your consideration of this policy.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of policy EL-07 Compensation & Benefits.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Compensation and Benefits

**Policy Number:** EL 07

**Date Adopted:** 11.11.19

**Version:** 3.0

**Date Last Reviewed:** 11.13.23

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Crist,  
Trustee Heins,  
Trustee Thomas

### EXECUTIVE LIMITATIONS STATEMENT:

With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the CEO shall not cause or allow jeopardy to the College's fiscal integrity or public image.

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

1. Change his/her own compensation and benefits.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
  - 2.1. Establish or change salary schedules and plans prior to monitoring to ensure compliance with the criteria in this policy.
3. Establish or change compensation and benefits that deviate from the current collective bargaining agreements.
  - 3.1. Finalize negotiated collective agreements which exceed parameters established by the Board of Trustees.
  - 3.2. Ratify collective agreements prior to monitoring to ensure compliance with the relevant criteria in this policy.
4. Create obligations over a longer term than revenues can be safely projected.
5. Change retirement benefits such that the provisions:
  - Introduce retirement benefits beyond what is currently offered.

**Commented [MH1]:** Is this for the President or all employees at the college?

**Commented [KB2]:** Dr. Phelan's suggestion to eliminate 3.1 & 3.2.

**Commented [MH3R2]:** Why remove 3.1?

**Commented [TT4R2]:** I am sure we will discuss at our meeting, but I would like to know the reasoning behind eliminating.



- 6. Promise or imply permanent or guaranteed employment.
  - 6.1. Employ Administrators under a contract in excess of two year's duration.
  - 6.2. No College employee, with the exception of the College CEO or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.11.21	2.0	Edits following work on monitoring report with consultant.	Chief of Staff
2.14.22	2.0	Regular review – no changes	CEO
11.14.22	2.0	Regular Review – Approved	CEO
11.13.23	3.0	Regular Review – Edits to 6.1 and 6.2 to reflect 2-year administrator contracts and employment guarantees.	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.2 EL-09 Organization Culture – Policy Review*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-09 Organization Culture
<b>Executive Summary:</b>
Enclosed for its regularly scheduled review is policy EL-09. Chairperson Crist, Trustee Lake, Trustee Simpson, and I do not have any changes to recommend at this time.  I appreciate your consideration of this policy.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of policy EL-09 Organization Culture.
<b>Action Taken:</b>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Organization Culture

**Policy Number:** EL 09

**Date Adopted:** 11.11.19

**Version:** 3.0

**Date Last Reviewed:** 11.13.23

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Crist,  
Trustee Heins,  
Trustee Thomas

### EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

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

1. Operate without an enforced internal Code of Ethics, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.
2. Permit employees and others to be without a mechanism for confidential reporting, independent of the College, of alleged or suspected improper activities, without fear of retaliation.
3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.
  - 3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.
  - 3.2. Permit research that has not been subject to independent ethical review.
4. Operate without an annual assessment or methodology of determining organizational cultural health.

**Commented [TT1]:** For my knowledge, I would like to know what is done with the annual assessment or other means of assessing cultural health.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.11.21	2.0	Edits following work on monitoring report with consultant	Chief of Staff
2.14.22	2.0	Regular review – no changes	CEO
11.14.22	2.0	Regular Review – Approved	CEO
11.13.23	3.0	Regular Review – addition to item 2 of independent of the College and a new item 4 re: org. culture annual assessment.	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.3 EL-07 Compensation & Benefits – Interpretations Assessment*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-07 Compensation &amp; Benefits</p>
<b>Executive Summary:</b>
Attached for their regular assessment are my interpretations for policy EL-07.  I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.  I appreciate your consideration of my interpretations statement.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of accepting or not accepting my interpretations for policy EL-07 Compensation & Benefits as demonstrating a reasonable interpretation of the policy.
<b>Action Taken:</b>



# Jackson College Board of Trustees

## Interpretations Assessment: EL – 07 Compensation & Benefits

Report Date: 11.04.24

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

### **POLICY STATEMENT:**

**With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the CEO shall not cause, or allow jeopardy to the College's fiscal integrity or public image.**

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

- 1. Change his/her own compensation and benefits.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) The CEO's compensation amount has been verified by the Chief Financial Officer and matches the approved amounts established by the Board as noted in the CEO's contract.
- b) The CEO's ordinary and necessary expenses match his employment contract as verified by the CFO.

This interpretation is reasonable because internal controls are used for verification.

- 2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) Prior to the time of contract negotiations, the College conducts a comparison with other community colleges in the State for salaries and benefits.
- b) The College's Chief ~~Operating Officer~~ Human Resources Officer (CHRO) and Director of Human Resources are members of the Michigan Community College Human Resource Association and intentionally engage compensation review with the Association.
- c) The CEO and the ~~Chief Operating Officer~~ CHRO annually review salary and compensation secondary data ~~obtained from the annual survey of the Chronicle of Higher Education and the League for Innovation~~ from external

sources -which can -provides normative data from a national perspective.

This interpretation is reasonable because institutional benchmarking is done to provide comparison data.

### **2.1. Establish or change salary schedules and plans prior to monitoring to ensure compliance with the criteria in this policy.**

#### INTERPRETATION:

Compliance will be demonstrated when:

- a) ~~A salary schedule is~~Salary ranges for administrators are prepared annually by the CEO and the ~~Chief Operating Officer~~CHRO. Salary ~~schedules-ranges within classifications for faculty and staff~~ are established by the bargaining process with both unions.
- b) Any changes in salary ~~schedules-ranges~~ during the monitoring period are so noted in the monitoring report.

This is reasonable because the Board can compare the monitoring report from the current and fiscal year to note any variation. ~~internal verification is provided.~~

### **3. Establish or change compensation and benefits that deviate from the current collective bargaining agreements.**

#### INTERPRETATION:

Compliance will be demonstrated when:

- a) The College CFO and Director of Finance confirms that all employees who are part of the collective bargaining agreements, ~~-have has~~ been paid consistently with the most recent bargaining unit contract.

This is reasonable because payment of benefit and salaries are agreed upon within the contract and are verifiable through the payroll register.

### **3.1. Finalize negotiated collective agreements which exceed parameters established by the Board of Trustees.**

#### INTERPRETATION:

Compliance will be demonstrated when:

- a) The Board's attorney confirms that the negotiated agreement is within the consistent with negotiating parameters established by the Board of Trustees to the CEO.

This interpretation is reasonable because legal counsel has reviewed the bargaining agreement and reports their observations to the Board of Trustees.

### **~~3.2. Ratify collective agreements prior to monitoring to ensure compliance with the relevant criteria in this policy.~~**

INTERPRETATION:

~~Compliance will be demonstrated when:~~

- ~~a) When the CEO submits a request for union contract ratification that matches requirements stated in this policy.~~

~~This interpretation is reasonable because a monitoring report will only be submitted to the Board for ratification during periods of negotiations.~~

**4. Create obligations over a longer term than revenues can be safely projected.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The CFO confirms that compensation and benefits agreed to, within the letters of appointment for administrators and obligations created under union agreements, do not exceed the forecasted budget for the term of the agreement.

This interpretation is reasonable because there are internal controls in place that are verified by the CFO.

**5. Change retirement benefits such that the provision:**

- **Introduce retirement benefits beyond what is currently offered (MPSERS, the ORP and Emeriti)**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The ~~Chief Operating Officer~~ CHRO confirms that there are no new retirement benefit programs ~~have been introduced~~ beyond that which were offered over the previous 12 months, are currently offered.

This interpretation is reasonable because the Board is able to compare benefits programs from year to year via monitoring reports. it confirms no change in retirement benefits.

**6. Promise or imply permanent or guaranteed employment.**

**6.1 Employ Administrators under a contract in excess of two years' duration.**

**6.2 No College employee, with the exception of the College CEO or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.**



INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators are issued a letter of appointment in June for no more than two years.
- b) No one has been offered College employment beyond the standard protocol employed by the Talent/HR office, and as described in 6.2.

This interpretation is reasonable because it is verifiable through human resources records and is consistent ~~fits~~ with best practice in the higher education industry.

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**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.4 EL-09 Organization Culture – Interpretations Assessment*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-09 Organization Culture
<b>Executive Summary:</b>
Attached for their regular assessment are my interpretations for policy EL-09.  I am recommending changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.  I appreciate your consideration of my interpretations statement.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of accepting or not accepting my interpretations for policy EL-09 Organization Culture to the Board as demonstrating a reasonable interpretation of the policy.
<b>Action Taken:</b>



# Jackson College Board of Trustees

## Interpretations Assessment: EL – 09 Organization Culture

Report Date: 11.04.24

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

### **POLICY STATEMENT:**

**The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.**

### INTERPRETATION:

~~Compliance will be demonstrated when the majority of Personal Management Interviews (PMIs), as well as PACE surveys affirm our institutional values and the integrity of the culture of a Total Commitment to Student Success (TCS2), given to the love care and service of others. Lagging indicators include the absence of whistle-blower reporting, as well as terminations related to poor employee behavior. Beyond this, the following items and related interpretations work to assure solid staff behaviors that indicate a strong level of integrity at the personal and organizational levels.~~

~~This interpretation is reasonable because multiple instruments are used for the verification of the College's culture as being one of high integrity.~~

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

- 1. Operate without an enforced internal Code of Ethics, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) There is evidence that the College not only has a Jackson College Code of Ethics policy that is current and accessible to anyone, but that all employees have annually affirmed their compliance with same.
- b) Notices from Vector Solutions, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95% of employees having completed the training.

This interpretation is reasonable because it follows industry best practices, and further that the Safe College's system has built in systems to determine if training is indeed completed.

**2. Permit employees and others to be without a mechanism for confidential reporting, independent of the College, of alleged or suspected improper activities, without fear of retaliation.**

INTERPRETATION:

Compliance will be demonstrated when:

There ~~is~~are multiple mechanisms for confidential reporting of incidents that implicate the CEO, or Trustee, to the Board Chair, Vice Chair or to the Board Attorney, who reports directly to the Board.

- a) There is a 24/7/365 tool with clear processes in place for employees to register a concern, and for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities as well as dishonest, deceitful, fraudulent or criminal acts, and other violations of federal and/or state legislation.
- b) There is a 24/7/365 system in place that, for those incidents that do not implicate the CEO, and in which case there is a conflict, and a direct reporting relationship between the person conducting the investigation, and the person alleged to have engaged in improper activities, for safe reporting.
- c) There is a policy and documentation in place that notifies employees, that if they make false claims or allegations that prove to be unsubstantiated, and which prove to have been made maliciously, or knowingly to be false, these shall be viewed as a serious offence and shall be subject to disciplinary action, including termination from employment.
- d) There is a policy and documentation in place that ensures that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical activity.

This interpretation is reasonable because of verifiable policy and procedural mechanisms in place to ensure employees/others can report confidentially. It is also consistent with higher education practices nationally.

**3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.**

INTERPRETATION:

Compliance will be demonstrated when the College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers, human subjects or animals.

This interpretation is reasonable because such practice is consistent with common methods employed in the higher education and research community.

**3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.**

INTERPRETATION:

Compliance will be demonstrated when, in such cases that research is conducted at Jackson College, that prior approval by the College's Institutional Review Board (IRB) includes submission of ethical guidelines for all research work.

This interpretation is reasonable given that such practice is consistent with common methods employed in the higher education and research community.

**3.2. Permit research that has not been subject to independent ethical review.**

INTERPRETATION:

Compliance will be demonstrated when the College has an established Institutional Review Board which is used for independent, ethical review of all research work involving humans or animals.

This interpretation is reasonable because it establishes standard higher education and research internal controls to ensure the policy and guidelines are followed.

**4. Operate without an annual assessment or methodology of determining organizational cultural health.**

INTERPRETATION:

Compliance will be demonstrated when the College offers an annual assessment or methodology of determining organization cultural health during the regularly scheduled monitoring of this policy. The findings of this assessment are considered and advanced where appropriate.

This interpretation is reasonable because an annual assessment or methodology of determining organizational cultural health is provided annually as requested.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>6.0 Items for Decision                  6.3 Consideration of Foundation Board Member Recommendation*</p> <p><b><u>BOARD POLICY:</u></b> Jackson College Foundation Bylaws</p>
<p><b>Executive Summary:</b></p>
<p>Pursuant to the Jackson College Foundation’s Bylaws, specifically Article IV, Section 4.5 (c), public directors are appointed by the Board of Trustees.</p> <p>Enclosed is a recommendation letter from the Foundation’s Board of Directors that Dr. Jacob Sinkoff be appointed to serve as a Group Three or Public Director of the Jackson College Foundation. Dr. Sinkoff’s resume is also enclosed.</p>
<p><b>Resource Impact:</b></p>
<p>None</p>
<p><b>Requested Board Action:</b></p>
<p>Consideration of appointing Dr. Jacob Sinkoff to serve as a ‘Group Three’ or ‘Public Director’ of the Jackson College Foundation.</p>
<p><b>Action Taken:</b></p>
<p> </p>



## JACKSON COLLEGE FOUNDATION

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2111 Emmons Road • Jackson, MI 49201 • 517.787.0244 • [www.jccmi.edu/foundation](http://www.jccmi.edu/foundation)

October 30, 2024

Dr. Daniel J. Phelan, President & CEO  
Jackson College  
2111 Emmons Road  
Jackson, MI 49201

Dear Dr. Phelan:

On October 29, 2024, the Jackson College Foundation Board of Directors approved the recommendation of a new member to the Board. The Board unanimously approved the nomination of Dr. Jacob S. Sinkoff, DO to serve a three-year term as a Group Three (Public) Director.

By way of background, Dr. Sinkoff is a 2009 and 2013 graduate of Michigan State University completing a Bachelor of Science, Microbiology degree and Doctor of Osteopathic Medicine degree. He also completed his Emergency Medicine Residency at Henry Ford Allegiance Health in 2017. Dr. Sinkoff has been employed by Independent Emergency Physicians since 2017 and assigned to Henry Ford Health in Jackson as an ER physician throughout his tenure.

Currently, Dr. Sinkoff serves as the Medical Director for the Emergency Department at Henry Ford Health and is the Assistant Medical Director for the Jackson County Medical Control Authority.

Dr. Sinkoff is devoted to higher education and the development of new physicians through his work as Core Faculty of the emergency medicine resident and traditional rotating internship programs at the hospital. He is also committed to our community, having purchased his first area home while still in residency at Henry Ford Allegiance. He now resides in Jackson with his wife, Kimberly, a JC nursing program alumna, and their two small children.

Pursuant to the Foundation's By-Laws, specifically Article IV, Section 4.5 (c), public directors are appointed by the Board of Trustees. It is the recommendation of the Jackson College Foundation Board of Directors that Dr. Jacob Sinkoff be appointed to serve as a Group Three or Public Director of the Jackson College Foundation.

Warm regards,

Julie Hand  
Chief Advancement Officer

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#### JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

George Page, Chairperson • Tony Baker, Vice Chair • Orlando Willis-Hampton, Treasurer • John L. Globoker, Assistant Treasurer • Dale A. Robert, Secretary  
Karen J. Hawley, Immediate Past Chairperson • Julie R. Hand, Chief Advancement Officer • Donna L. Lake  
Dr. Daniel J. Phelan • Christopher A. Simpson • Emeritus Directors: Leland Bassett • Richard N. Dodge • Rick S. Martoia •  
Dr. George E. Potter • Zoe M. Wilcox

## **Dr. Jacob S. Sinkoff, DO, FACEP**

3171 Rockingham Way Rd. Jackson, MI 49203

269-426-0120

jsinkoff@iep-pc.com

### **EDUCATION**

- |           |   |
|-----------|---|
| 2013-2017 | Henry Ford Allegiance Health/MSUCOM<br>Emergency Medicine Residency                 |
| 2009-2013 | Michigan State College of Osteopathic Medicine<br>Doctorate of Osteopathic Medicine |
| 2005-2009 | Michigan State University<br>Bachelor of Science, Microbiology                      |

### **PROFESSIONAL EXPERIENCE**

- |              |   |
|--------------|---|
| 2017-Present | Independent Emergency Physicians<br>Henry Ford Jackson, Attending Physician                 |
| 2023-2024    | Independent Hospitalist Physicians<br>Mission Pointe Health Care Services, Medical Director |
| 2015-2017    | Borgess at Woodbridge Hills Immediate Medical Care<br>Urgent Care Facility                  |

### **ACADEMIC APPOINTMENTS**

- |              |  |
|--------------|--|
| 2021-Present | Fellow Status American College of Emergency Physicians         |
| 2019-Present | Core Faculty of emergency medicine residency program at HFJ    |
| 2018-Present | Core Faculty of traditional rotating internship program at HFJ |



2013-Present      Clinical Instructor, Michigan State University College of  
Osteopathic Medicine

**PROFESSIONAL APPOINTMENTS**

2022-Present      Medical Director, Emergency Department  
Henry Ford Jackson

2019-Present      Assistant Medical Director  
Jackson County Medical Control Authority

2023-2024      Medical Director  
Mission Pointe Health Care Services

2012-2013      Chief Resident  
HFAH Emergency Medicine Residency

**COMMITTEE PARTICIPATION**

2017-Present      IEP/IHP Operations Committee  
Increase efficiency within hospital operations and processes

2016-2017      Resident Leadership Committee  
Worked with graduate medical education department to resolve  
resident issues, improve clinical rotations, and facilitate resident  
development

2014-2016      Resident Quality and Safety Committee  
Reviewed cases and implemented plans to correct issues  
pertaining to resident safety and quality issues

**PROFESSIONAL SOCIETY MEMBERSHIP**

2013-Present	American College of Emergency Physicians
2013-Present	Emergency Medicine Resident Association
2013 Present	Michigan College of Emergency Physicians

**LEADERSHIP DEVELOPMENT**

2021- 2022	Independent Emergency Physicians Leadership Development Program
2018-2019	Michigan College of Emergency Physicians Leadership Development Program
2002	Achieved rank of Eagle Scout

**MEDICAL LICENSURES**

- Michigan
- Active DEA license

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024



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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
6.0 Items for Decision 6.4 Consideration of Vote of Confidence*  <b><u>BOARD POLICY:</u></b> BOARD/CEO DELEGATION: BCD-02 Accountability of the CEO
<b>Executive Summary:</b>
At the request of Chairperson Crist, with the assistance of the Board’s legal counsel, enclosed is a proposed vote of confidence in the President of Jackson College for the Board’s consideration.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving the proposed vote of confidence in the President of Jackson College.
<b>Action Taken:</b>

## **Proposed Vote of Confidence in the President of Jackson College**

The Board of Trustees of Jackson College recognizes the vital role of strong and effective leadership in advancing the mission, vision, and values of the College. During a challenging period, concerns were raised by students, employees, and former employees about the President and administration. In response, the Board initiated a thorough external investigation to ensure that these concerns were addressed transparently and objectively.

The investigation revealed “isolated situations” in which College administration failed to follow policy and “two instances” where administration took action that would not be regarded as “best practices” in Human Resources. While the investigation certainly identifies areas where improvement is needed, the investigation has reassured the Board of Trustees that the President and administration are committed to Jackson College’s beliefs and values. Investigators found no evidence of “cover-ups” by Jackson College leadership, no evidence of institutional racial discrimination or animus at Jackson College, and no evidence of systemic sex or gender discrimination at Jackson College.

With this outcome in mind, the Board of Trustees expresses its full confidence in the leadership of Dr. Daniel Phelan as President of Jackson College. The Board is committed to moving forward in partnership with the President to ensure the continued success of our students and the college community, and to maintaining a culture of integrity, inclusion, transparency, and accountability.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
8.0 Monitoring CEO Performance 8.1 EL-04 Financial Conditions & Activities – Evidence Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions &amp; Activities</p>
<b>Description:</b>
Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-04 Financial Conditions & Activities.  You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations.  I will respond to any questions you have about the report.  Thank you for your consideration of this monitoring report.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Board assessment of the report for Policy EL-04 Financial Conditions & Activities for evidence of full compliance with a reasonable interpretation of the policy.
<b>Action Taken:</b>



# Jackson College Board of Trustees

## Monitoring Report: EL – 04 Financial Conditions & Activities

[ FULL COMPLIANCE ]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-04: "Financial Conditions & Activities". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

A handwritten signature in black ink, appearing to read "Daniel J. Phelan".

11.04.24

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

Date

### **POLICY STATEMENT:**

**With respect to financial conditions and activities, the Chief Executive Officer shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board's Ends.**

**Further, without limiting the scope of the above policy statement by the following list, the Chief Executive Officer shall not:**

- 1. Expend more funds than received in the fiscal year unless the debt guideline below is met.**

### INTERPRETATION:

I have interpreted that compliance is demonstrated when a review of the College's annually fiscal year audited financial statements do not indicate that annual expenses over the preceding fiscal year exceeded general fund income.

This interpretation is reasonable because monthly statements provide an early indication of expenditure patterns of the institution on a month-by-month basis wherein the Board can compare revenues to expenditures directly. Further, the 12 monthly financial statements of July through June, when taken together, are eventually subject to audit by the Board's selected auditor for review and ultimate audit report of the fiscal year, which would indicate if there was an

excess of expenditures over revenues.

**EVIDENCE:**

On 10.29.24 the CFO confirmed that general fund expenditures and revenue in FY '24 are shaping up to be nearly in balance, with only the possibility of a nominal difference once the final audited statements are complete.

- 1.1. Incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues, within the current fiscal year, or that can be repaid to accounts previously established by the Board for that purpose.**

**INTERPRETATION:**

I interpreted that compliance is demonstrated when the previous fiscal year debt service schedule of all annual obligations is not greater than that which can be repaid within that year. Further,

- a. No expenditures greater than \$100,000 are made that were not included in the annual general fund budget, or in the annual five-year master plan.

This interpretation is reasonable because it establishes Board limits to the CEO which may not be exceeded, and further the Board has the opportunity to ensure compliance to that end through monitoring.

- b. Annual expenditures on debt service do not exceed the Board approved budget.

This interpretation is reasonable because the Board reviews the annual debt schedule as part of its annual budget approval process.

**EVIDENCE:**

- a) On 10.17.24 the CFO confirmed that no expenditures over \$100,000 in FY '24, that were not included in the initial financial plans (budgets or five-year plans) previously approved by the Board, were made without Board approval.
- b) On 10.17.24 the CFO confirmed that debt expenses in FY '24 were within budget and approved by the Board.

- 2. Use funds from restricted or designated accounts for purposes other than that for which the account was established.**

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

- a) A review of the monthly financial statements, as well as the annual audited

financial statements from the previous fiscal year confirm that the month end balance for the designated funds, which the Board has set-aside for future operations, do not indicate allocations for purposes other than that which has been Board designated.

- b) An external review of restricted fund use is conducted and confirms use has been limited to intended use.

This interpretation is reasonable because the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period, and such review is conducted by an external agency.

EVIDENCE:

- a) On 10.25.24, the CFO confirmed that through 06.30.24 the designated funds balance increased by \$441,475.41 from 06.30.23. This change was realized through collection of building rental and leases for Education Innovation Center (EIC) and Daycare operations, interest income from Comerica Securities and MILAF, receipt of Infrastructure, Technology, Equipment, and Maintenance (ITEM) funding, and utilization of Michigan Liquid Asset Fund (MILAF) funds for operational cash flow needs.
- b) The CFO confirmed the Annual Federal Awards Audit for 2023 was completed and is available for viewing on the College's transparency page. The CFO confirmed there were no findings in FY '23.

**3. Allow the College's cash position in any month to be less than is needed to satisfy obligations in that month.**

INTERPRETATION:

I have partially interpreted this policy in item #3.0 as compliance being demonstrated when, in addition to the evidence for 3.1, a review of the monthly financial statements for the monitoring period confirms that the cash position of the College is positive.

This interpretation is reasonable because the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.

**3.1 Allow a combined operating fund balance reserves to be less than the fiscal year average of two months' operating expenses.**

INTERPRETATION:

Compliance will be demonstrated when, in addition to the above, a review of the College's monthly financial reports, for the monitoring period, confirm that an amount equal to, or greater than 2/12ths or 16.6% of average monthly expenses, is held in reserve.

This interpretation is reasonable because a Board review of monthly financial statements will demonstrate the College's current fund balances.



EVIDENCE:

On 10.17.24, the CFO confirmed that during each month of FY '24 operating reserves were greater than two months of budgeted expenses.

**4. Allow the untimely payment of payroll and debts.**

INTERPRETATION:

I interpret compliance will be demonstrated when:

- a) Employees are paid biweekly, which is consistent with payment schedule required by employment contract /labor agreement and appointment letters received by administrators, as well as the nonexistence of employee contract or grievances regarding lack of payroll payments.

This is reasonable because the College's payroll register is a principal vehicle to determine if employee compensation obligations are satisfied. Further, union contracts provide for grievance procedures to the College, should those represented by the union, go unpaid.

- b) Vendors are paid weekly consistent with vendor contracts and bond debt is paid semi-annually according to internal controls and processes reviewed by our external auditor. Additionally, the College has not received any complaints from vendors regarding the lack of payment for goods and services provided.

This interpretation is reasonable because the Board-selected auditor is an external, third-party review mechanism for determining if College obligations are satisfied.

EVIDENCE:

On 10.29.24, the Director of Business & Student Financial Services confirmed that payroll and vendor payments were made on the aforementioned schedule.

**5. Write off receivables without having first aggressively pursued payment after a reasonable grace period.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when there is a process in place, which is annually reviewed by the Director of Business and Student Financial Services and CFO, which defines the College's process for receiving past due payments from students, which minimally includes in-house communication made to students who have an outstanding balance at the end of the semester allowing students to make payment arrangements or make payment in full up to 45 days. After 45 days, delinquent accounts are turned over to College-contracted collections.

This interpretation is reasonable because it aligns with industry best practices.

EVIDENCE:

On 10.17.24 the CFO confirmed that the process for past due payments was still in place and stored internally.

**6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The year-end informational reports, required by the IRS, are submitted timely and with no penalties;
- b) Sales Use and Withholding Tax returns are submitted monthly by required deadline;
- c) Quarterly 941 Reports have been submitted to the IRS; and
- d) Payroll withholding taxes are submitted on a biweekly basis that aligns with the payroll schedule.

This interpretation is reasonable because it addresses all required federal and state reporting requirements, timelines, and provides for verification of submissions. Failure to achieve the aforementioned steps would prompt a letter of concern to the College by the respective authority.

EVIDENCE:

On 10.29.24, Director of Business & Student Financial Services verified that both the quarterly and monthly reporting requirements were being met and the payroll taxes were paid on the same schedule as the biweekly payroll dates.

**7. Acquire, encumber or dispose of land or buildings.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the College's Chief Financial Officer confirms that there has been no acquisition, encumbrance, or disposal of land or buildings outside of the Board-approved five-year master plan. Furthermore, unauthorized additional or sold building and lands do not appear on the College's external audit, nor are there changes in the College's insurance coverage register.

This is reasonable because it provides validation of compliance by the Chief Financial Officer, assuring that no such transactions have occurred.

Additionally, the external audit and the College's insurance register are the externally generated documents that provide validation to any building and land transactions.

EVIDENCE:

The CFO confirmed on 10.17.24 there were no acquisition, encumbrance, or disposal of land or buildings outside Board approval.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b>
<b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
8.0 Monitoring CEO Performance 8.2 EL-08 Communication & Support to the Board – Evidence Review*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
<b>Description:</b>
Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-08 Communication & Support to the Board.  You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations.  I will respond to any questions you have about the report.  Thank you for your consideration of this monitoring report.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Board assessment of the report for Policy EL-08 Communication & Support to the Board for evidence of full compliance with a reasonable interpretation of the policy.
<b>Action Taken:</b>



# Jackson College Board of Trustees

**Monitoring Report:  
EL – 08 Communication & Support to the Board**

**[ FULL COMPLIANCE ]**

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-08: "Communication & Support to the Board". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

A handwritten signature in black ink, appearing to read "Daniel J. Phelan".

11.04.24

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

Date

## **POLICY STATEMENT:**

**The CEO shall not permit the Board to be uninformed or unsupported in its work.**

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

- 1. Withhold, impede, or confound information relevant to the Board's informed accomplishment of its job.**

### **INTERPRETATION:**

I have interpreted that compliance will be demonstrated when there has been no withholding of information, impeding the flow of information, or providing any needless complexity of information needed by the Board for its optimal functioning and decision-making purposes.

This interpretation is reasonable because it directly contributes to Board holism, a core principle of Policy Governance.

**1.1 Allow the Board to be without timely decision information to support informed Board choices.**

**INTERPRETATION:**

I have interpreted that compliance with this statement will be demonstrated when:

- a) The annual budget includes allocations for the Boards expenses which are allocated as follows: Audit, Legal, Subscriptions, Professional Development, Telephones and Meeting Expenses.
- b) The Board is made aware if there are over expenditures in their overall annual governance budget.
- c) The Board is provided with relevant context, as well as full disclosure as to the strengths and weaknesses of the item before the Board for their deliberation (e.g., relevant environmental scanning, risk assessment, etc.) when being asked to make decisions.
- d) The Board is provided with regular communications from the CEO regarding major events; legal; federal, state, and local political considerations; concerns or threats to the College's reputation; fiscal solvency; and general operations.

This interpretation is reasonable because it provides a broad cross section for significant aspects of the College's functioning and the broad operations of the institution that the Board should be aware of for deliberations and general knowledge.

**EVIDENCE:**

On 10.27.24, the Chief of Staff confirmed the following:

- a) There are budget allocations in the FY '25 budget for the Board's expenses. Specifically:
  - i. Audit: \$110,000
  - ii. Legal: \$500,000
  - iii. Professional Development: \$80,000
  - iv. Subscriptions: \$38,000
  - v. Telephones (i.e., Wi-Fi plans for Board iPads): \$6,000
  - vi. Meeting Expenses: \$10,000
  - vii. Office Supplies: \$1,000
- b) There were instances of actual expenditures exceeding initially budgeted amounts. Specifically, the FY'24 budget underestimated actual legal expenses. In total, the excess to budget was:

\$180,845.28, however, these expenses were covered through reallocation from other account line items that were overbudgeted. Budget amounts for FY '25 have been adjusted so as to better reflect the actual needs of the Board of Trustees.

- c) At each Board Planning Session, members were provided with an internal and external context for agenda discussion. Additionally, over these past 12 months there has been an agenda item, near the conclusion of each Board meeting, such that the President can understand any feedback regarding provided environmental scanning and risk assessment (i.e., relevant context information) that the Board has, with said feedback recorded in the minutes.
- d) The Board has been provided with regular *Trustee Briefings* communications from the CEO, via email, topics including; federal and state updates, legal and local political considerations; institutional updates and concerns or threats to the College's reputation, fiscal solvency, and general operations. This document has since transitioned to a CEO report which is included in each monthly Board pack.

**1.2 Neglect to submit timely monitoring data including interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance, rationale for why the interpretations are reasonable and evidence of compliance.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Monitoring reports are submitted to the Board as scheduled.
- b) The Board, in assessing the monitoring reports, concludes that each has sufficient evidence of reasonable interpretation, as well as documented metrics that allow for a determination of compliance.

This interpretation is reasonable because the monitoring report is a formative basis for measuring outcomes, assuring the achievement of Board specified ENDS, and Executive Limitations, which concurrently indicate the evaluation of the CEO and institution.

EVIDENCE:

- a) As of 10.27.24, the Chief of Staff confirmed that 15 monitoring reports were presented to the Board within the calendar year as documented in the CEO Compliance Review table shared monthly with the Board. This is 4 more than presented in previous years due to the Board's ENDS policy being divided into 3 policies (each monitored separately) and monitoring reports for policies EL-01 and EL-02 being monitored in 02.2024 (postponed from the 2023 monitoring schedule at the Board's direction), and then again in

10.2024 (to remain on schedule with the 2024 monitoring schedule).

- b) As of 10.27.24, the Chief of Staff confirmed that 12 Executive Limitations and 3 ENDS policy interpretations were approved by roll call vote of the Board within the calendar year indicating sufficient evidence of reasonable interpretation.

Additionally, including the documented metrics outlined in this EL-08 monitoring report that allow for a determination of compliance, 12 Executive Limitation policies and 3 ENDS policies were presented within the calendar year with metrics that allowed for the determination of compliance.

**1.3 Let the Board be unaware of any actual or anticipated non-compliance with any ENDS or Executive Limitations policy, regardless of the Board's monitoring schedule.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when: The Chief Executive Officer has informed the Board when there is anticipated, and/or actual non-compliance of any EL or ENDS policy, and that such communication has been documented. Additionally, such non-compliance would also appear on the Board's compliance monitoring schedule which is reviewed by the Board on a monthly basis.

This interpretation is reasonable because each month the Board receives timely, scheduled communication of the status for all monitoring reports.

EVIDENCE:

As of 10.27.24, the Chief of Staff confirmed that 15 monitoring reports were presented as fully compliant as documented in the Board meeting minutes.

**1.4. Let the Board be unaware of any incidental information it requires, including:**

- **Anticipated media coverage;**
- **Actual or anticipated legal actions;**
- **Material or publicly visible internal changes or events, including changes in Leadership Council and Academic Council leadership;**
- **Anticipated noncompliance with federal law, state law or local;**
- **Quarterly financial statement;**
- **Annual year-end financial report;**
- **At least every quarter a presentation from a designated area;**
- **On a timely basis, an overview of new project or initiatives; and**
- **Relevant trends and significant external changes.**

INTERPRETATION:

I have interpreted that compliance of this statement will be demonstrated when:

- a) The Board is notified electronically or verbally at a meeting (and recorded in minutes) that they are out of compliance with established Board policy(ies) via a regular Board meeting agenda item of “Self-Evaluation of Governance Process & Board Performance at this Meeting”, or no later than the regular meeting of the Board immediately following the meeting at which the non-compliance occurred.
- b) During the Fall Planning Session, time is provided to discuss Board/Chief Executive Officer’s innerworkings, Policy Governance practice, and policy compliance.

This interpretation is reasonable because it provides both instantaneous and regularly scheduled opportunities for monitoring compliance by the Board.

EVIDENCE:

The following was confirmed by the Chief of Staff as of 10.27.24.

- a) For the 12 preceding months, no board meetings have reflected a lacking compliance by members with the principles of Policy Governance.
- b) During the 11.17.23 Fall Planning Session, the Board discussed the Board/CEO’s innerworkings, Policy Governance practice, and policy compliance.

**1.5. Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Unless otherwise requested, the Board meeting pack content is clear and labeled appropriately so Trustees know what items are for decision making or informational only. Further, each item shall include a coversheet that outlines the issue before the Board and what is being asked of them regarding the item, and at a content length that is reasonably succinct. Finally, time is afforded members to be able to ask questions about the material provided.
- b) Each Board agenda includes an item regarding the quality and relevance of information presented.

This interpretation is reasonable because it presents information in a timely and specific manner as it pertains to the Board’s work. Further, the Board has, at its disposal, an evaluation on the agenda, and at the conclusion of each board meeting, where Trustees can give direction to the CEO as to additional modifications they would like to see in the board meeting items on a going- forward basis.



EVIDENCE:

- a) Board meeting packs, posted on Diligent Boards and to the College website, include cover sheets that contain sections illustrating the agenda item's policy relevance, context, and if there is a "Requested Board Action." On 10.27.24, the Chief of Staff reviewed the meeting packets for the monitoring period to confirm this piece of information was being included.
- b) Board meeting agendas include an item at the end so the CEO can hear any feedback the Board has, and this feedback is recorded in the minutes. On 10.27.24, the Chief of Staff reviewed the meeting packets for the monitoring period to confirm this piece of information was being included.

**2. Allow the Board to be without reasonable administrative support for Board activities.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The Chief Executive Officer has provided administrative support to the Board for all reasonably requested items, including but not limited to, Board meeting preparation, taking of meeting minutes, policy storage, and professional development arrangements.

This interpretation is reasonable because it facilitates undivided administrative support for Board activities, by providing a clear communication and support linkage to assist with the Board's needs, through the President's Chief of Staff.

EVIDENCE:

On 10.27.24, the Chief of Staff confirmed that the CEO has assigned them to provide all requested and assigned support to all Board members. Email communications between members and the Chief of Staff reflect reasonable levels of support are provided to members.

**2.1. Allow the Board to be without a workable, user-friendly mechanism for official Board, officer or Board committee communications.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Board members are provided with a college-owned device for board meetings and communications.
- b) Board members have access to a dedicated software board management system to access their board meeting packs and other resources (e.g., Diligent Board Books).

This interpretation is reasonable because it provides state of the market current and

efficient technological means by which the Board can accomplish its work remotely or on campus.

EVIDENCE:

The following was confirmed by the Chief of Staff as of 10.27.24:

- a) Board members were provided a college issued iPad that contains the necessary software available to access board meeting materials and email. These iPads are equipped with an Internet/Wi-Fi plan that provided internet connection. The newest iPad version was provided to the Board members in February of 2023.
- b) Board members each had a login to Diligent Board Books, which is a Board Portal Software used for Board meetings materials.

**3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The Chief Executive Officer does not interfere with the Board's "one voice", its Policy Governance processes, or its legal, fiduciary, and ownership linkage responsibilities.

This interpretation is reasonable because it specifically prohibits CEO action that would compromise the Board's role and responsibilities. Further, current Board policy provides the means by which to instruct the CEO when the CEO exceeds their authority under Policy Governance principles and policies.

EVIDENCE:

The Chief of Staff confirmed the following as of 10.27.24:

- a) The CEO and the Board have undertaken extensive professional development in Policy Governance over the past 4 years utilizing a certified Policy Governance consultant, conferences, and board training. Additionally, both the CEO and Chief of Staff were certified in the use of Policy Governance, its construction, and operational practices. The Administrative Assistant to the President's Office is also in the process of becoming certified as such.
- b) The Board is the direct contractor of the College's auditor and legal counsel, with contracts on file in the Business Office and the Talent/HR office respectively. The College's auditor presented the nature of their work at the 11.13.23 Board meeting and the legal counsel did so as requested and at the Board meetings indicated under policy item #1.4.
- c) Representative members of the Board are directly engaged in Ownership-Linkage connections and communications, with meeting results on file, and

discussions during Board meetings recorded.

**3.1. Deal with the Board in a way that favors or privileges certain Board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) The Chief Executive Officer reports that he/she has not favored any trustee over another.
- b) The Board Chairperson confirms that they have not received any notice from Board members as to their belief that one or more members are favored over others.

This interpretation is reasonable because the Chief Governance Officer and all Trustees are provided with the opportunity to confirm the absence or presence of Board Member favoritism.

EVIDENCE:

- a) On 10.29.24, the Chief Executive Officer confirmed that they have not favored any trustee over another.
- b) On 10.28.24, the Board Chairperson confirmed that they have not received any notice from Board members as to their belief that one or more members are favored over others by the CEO.

**3.2. Neglect to supply for the Required Approvals agenda all items delegated to the CEO, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.**

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when:

- a) Items for required approval from the Board Planning Cycle and Agenda policy appear as a standing meeting agenda item.

This interpretation is reasonable because it consistently offers the Board and CEO the Board agenda-based opportunity to collaborate efficiently regarding required Board approvals.

EVIDENCE:

As required, (for those organizations not acknowledging the structure of Policy Governance) items requiring Board Approval appear on the agenda, under the Required Approvals section, and these are noted in minutes. On 10.27.24, the Chief of Staff

reviewed the meeting agendas and minutes for the monitoring period to confirm this piece of information was being included.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
8.0 Monitoring CEO Performance 8.3 CEO Monitoring Compliance Schedule & Summary  <b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance
<b>Description:</b>
Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.  When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).
<b>Requested Board Action:</b>
Discussion surrounding the CEO's compliance review.
<b>Action Taken:</b>



## President/CEO Monitoring Report Compliance

### Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



## President/CEO Monitoring Report Compliance Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.24
EL – 01 Treatment of Learners	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 02 Treatment of Staff	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24
EL – 04 Financial Conditions & Activities	11.04.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.13.23
EL – 05 Asset Protection	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24



## President/CEO Monitoring Report Compliance Jackson College

EL – 08 Communication & Support to the Board	11.4.24	Yes	n/a	n/a	n/a	n/a	Partially Compliant 11.13.23
EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24
EL – 11 Entrepreneurial Activity	3.11.24	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24



FY 2025 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
FY 2025 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
August 12, 2024	<p><b>Review Bylaws</b>  <b>Review BCD-03</b> Delegation to CEO  <b>Review BCD-04</b> Monitoring CEO Performance</p>	<p><b>Monitor EL-00</b> General Executive Limitations (PHELAN)  <b>Monitor EN-01 (#1-3)</b> Board's ENDS (VAN HEEST / BOOK)</p>
September 9, 2024	<p><b>Review EL-01</b> Treatment of Learners  <b>Review EL-02</b> Treatment of Staff  <b>Review BCD-01</b> Unity of Control  <b>Review GP-05</b> Role of Vice Chair  <b>Review GP-08</b> Board &amp; Committee Expenses</p>	<p><b>Monitor EN-01 (#4)</b> Board's ENDS (VAN HEEST / BOOK)  <b>Monitor BCD-03</b> Delegation to CEO  <b>Monitor BCD-04</b> Monitoring CEO Performance</p>
October 14, 2024	<p><b>Review EL-04</b> Financial Conditions &amp; Activities  <b>Review EL-08</b> Communication &amp; Support to the Board</p>	<p><b>Monitor EN-01 (#5)</b> Board's ENDS (VAN HEEST / BOOK)  <b>Monitor EL-01</b> Treatment of Learners (CINDY/BROWN)  <b>Monitor EL-02</b> Treatment of Staff (CINDY)  <b>Monitor BCD-01</b> Unity of Control  <b>Monitor GP-05</b> Role of Vice Chair  <b>Monitor GP-08</b> Board &amp; Committee Expenses</p>
November 11, 2024	<p><b>Review EL-09</b> Organization Culture  <b>Review EL-07</b> Compensation &amp; Benefits  <b>Review GP-13</b> Special Rules of Order  <b>Review BCD-02</b> Accountability of the CEO</p>	<p><b>Monitor EL-04</b> Financial Conditions &amp; Activities (JOHN)  <b>Monitor EL-08</b> Communication &amp; Support to the Board (PHELAN)</p>
January 13, 2025	<p><b>Review EL-10</b> Access to Education  <b>Review GP-14</b> Handling Operational Complaints  <b>Review GP-11</b> Linkage with Ownership  <b>Review GP-15</b> Handling Alleged Policy Violations</p>	<p><b>Monitor EL-09</b> Organization Culture (CINDY)  <b>Monitor EL-07</b> Compensation &amp; Benefits (CINDY)  <b>Monitor GP-13</b> Special Rules of Order  <b>Monitor BCD-02</b> Accountability of the CEO</p>
February 10, 2025	<p><b>Review EL-11</b> Entrepreneurial Activity  <b>Review GP-01</b> Governing Style  <b>Review BCD-06</b> CEO Compensation  <b>Review GP-00</b> Governance Commitment</p>	<p><b>Monitor EL-10</b> Access to Education (TBD)  <b>Monitor GP-14</b> Handling Operational Complaints  <b>Monitor GP-11</b> Linkage with Ownership  <b>Monitor GP-15</b> Handling Alleged Policy Violations</p>
March 10, 2025	<p><b>Review EL-12</b> Land Use  <b>Review GP-02</b> Board Job Contributions</p>	<p><b>Monitor EL-11</b> Entrepreneurial Activity (CINDY/JOHN)  <b>Monitor GP-01</b> Governing Style</p>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

	<p><b><u>Review GP-04</u></b> Role of Board Chair  <b><u>Review GP-10</u></b> Investment in Governance  <b><u>Review BCD-00</u></b> Global Board Management Delegation</p>	<p><b><u>Monitor BCD-06</u></b> CEO Compensation  <b><u>Monitor GP-00</u></b> Governance Commitment</p>
April 14, 2025	<p><b><u>Review EL-05</u></b> Asset Protection  <b><u>Review EL-06</u></b> Investments  <b><u>Review BCD-05</u></b> CEO Succession  <b><u>Review GP-03</u></b> Board Planning Cycle &amp; Agenda Control  <b><u>Review GP-12</u></b> Board Linkage with External Organizations</p>	<p><b><u>Monitor EL-12</u></b> Land Use (JASON)  <b><u>Monitor GP-02</u></b> Board Job Contributions  <b><u>Monitor GP-04</u></b> Role of Board Chair  <b><u>Monitor GP-10</u></b> Investment in Governance  <b><u>Monitor BCD-00</u></b> Global Board Management Delegation</p>
May 12, 2025	<p><b><u>Review EL-03</u></b> Planning  <b><u>Review GP-09</u></b> Board Code of Conduct</p>	<p><b><u>Monitor EL-05</u></b> Asset Protection (JOHN)  <b><u>Monitor EL-06</u></b> Investments (JOHN)  <b><u>Monitor BCD-05</u></b> CEO Succession  <b><u>Monitor GP-03</u></b> Board Planning Cycle &amp; Agenda Control  <b><u>Monitor GP-12</u></b> Board Linkage with External Organizations</p>
June 9, 2025	<p><b><u>Review EL-00</u></b> General Executive Limitations  <b><u>Review EN-01</u></b> ENDS (#1-3)</p>	<p><b><u>Monitor EL-03</u></b> Planning (JOHN)  <b><u>Monitor GP-09</u></b> Board Code of Conduct</p>



## **BOARD OF TRUSTEES PROCESS**

**Process Type:** Board Governance

**Process Title:** Policy Review

**Date Adopted:** 06.12.23

**Version:** 2.0

**Date Last Reviewed:** 09.09.24

**Reviewing Committee:** Board of Trustees

**To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.**

**Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.**

### **Procedural Steps:**

1. Annually at the June Board Meeting, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet prior to the Board meeting at which the policy is up for review.
4. The Chief of Staff will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.
6. Annually, policy review allocations will be shifted to allow Trustee teams to review different policies each year.

FY 2025 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 12, 2024	<b><u>Bylaws</u></b>	Trustee Donna Lake Trustee Chris Simpson
	<b><u>BCD-03</u></b> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<b><u>BCD-04</u></b> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 9, 2024	<b><u>EL-01</u></b> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>EL-02</u></b> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>BCD-01</u></b> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-05</u></b> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-08</u></b> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 14, 2024	<b><u>EL-04</u></b> Financial Conditions & Activities	Trustee Donna Lake Trustee Chris Simpson
	<b><u>EL-08</u></b> Communication & Support to the Board	Trustee Donna Lake Trustee Chris Simpson
November 4, 2024	<b><u>EL-09</u></b> Organization Culture	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>EL-07</u></b> Compensation & Benefits	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-13</u></b> Special Rules of Order	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>BCD-02</u></b> Accountability of the CEO	Trustee Teshna Thomas Trustee Matt Heins
January 13, 2025	<b><u>EL-10</u></b> Access to Education	Trustee Donna Lake Trustee Chris Simpson
	<b><u>GP-14</u></b> Handling Operational Complaints	Trustee Donna Lake Trustee Chris Simpson

	<b>GP-11</b> Linkage with Ownership	Trustee Donna Lake Trustee Chris Simpson
	<b>GP-15</b> Handling Alleged Policy Violations	Trustee Donna Lake Trustee Chris Simpson
<b>February 10, 2025</b>	<b>EL-11</b> Entrepreneurial Activity	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b>GP-01</b> Governing Style	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b>BCD-06</b> CEO Compensation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b>GP-00</b> Governance Commitment	Trustee Phil Hoffman Vice-Chair Sheila Patterson
<b>March 10, 2025</b>	<b>EL-12</b> Land Use	Trustee Teshna Thomas Trustee Matt Heins
	<b>GP-02</b> Board Job Contributions	Trustee Teshna Thomas Trustee Matt Heins
	<b>GP-04</b> Role of Board Chair	Trustee Teshna Thomas Trustee Matt Heins
	<b>GP-10</b> Investment in Governance	Trustee Teshna Thomas Trustee Matt Heins
	<b>BCD-00</b> Global Board Management Delegation	Trustee Teshna Thomas Trustee Matt Heins
<b>April 14, 2025</b>	<b>EL-05</b> Asset Protection	Trustee Donna Lake Trustee Chris Simpson
	<b>EL-06</b> Investments	Trustee Donna Lake Trustee Chris Simpson
	<b>BCD-05</b> CEO Succession	Trustee Donna Lake Trustee Chris Simpson
	<b>GP-03</b> Board Planning Cycle & Agenda Control	Trustee Donna Lake Trustee Chris Simpson

	<b><u>GP-12</u></b> Board Linkage with External Organizations	<b>Trustee Donna Lake Trustee Chris Simpson</b>
<b>May 12, 2025</b>	<b><u>EL-03</u></b> Planning	<b>Trustee Phil Hoffman Vice-Chair Sheila Patterson</b>
	<b><u>GP-09</u></b> Board Code of Conduct	<b>Trustee Phil Hoffman Vice-Chair Sheila Patterson</b>
<b>June 9, 2025</b>	<b><u>EL-00</u></b> General Executive Limitations	<b>Trustee Teshna Thomas Trustee Matt Heins</b>
	<b><u>EN-01 (#1-3)</u></b> ENDS	<b>Trustee Teshna Thomas Trustee Matt Heins</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
10.0 Information Requested by the Board 10.1 Belonging & Inclusion Update (Antoine Breedlove, Acting Chief Diversity Officer & Director of Inclusive Excellence / Ashley Van Heest, Chief Strategy & Institutional Research Officer)  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners EL-02 Treatment of Staff
<b>Description:</b>
In response to Trustee Simpson’s request at the 10.14.24 Regular Board Meeting, Acting Chief Diversity Officer, Antoine Breedlove, and Chief Strategy & Institutional Research Officer, Ashley Van Heest, will present the current belonging and inclusion work of the College.  I will also be offering some related updates on our work and plans going forward.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive Antoine and Ashley’s Belonging & Inclusion update and ask any questions of them that the Board may have.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
10.0 Information Requested by the Board 10.2 FY '24 IT Audit  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-05 Asset Protection
<b>Description:</b>  For the Board's annual review, via the links below, please find the FY '24 IT Audit Reports. Representatives from the Rehman auditing firm will be present to present the reports and respond to any questions you may have.  I greatly appreciate the work of CIO Doug Yenor's and CFO John Globoker's teams related to the development of this audit.  IT Audit: <ul style="list-style-type: none"><li>• <a href="#">IT Audit &amp; Assessment</a></li><li>• <a href="#">External Vulnerability Analysis &amp; Penetration Test</a></li><li>• <a href="#">Internal Vulnerability Analysis &amp; Penetration Test</a></li><li>• <a href="#">Wireless Vulnerability Analysis &amp; Penetration Test</a></li></ul>
<b>Requested Board Action:</b>  Review of the annual IT audit documents.
<b>Action Taken:</b>  



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024



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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
10.0 Information Requested by the Board 10.3 FY '25 Q1 Financial Report  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities
<b>Description:</b>  For the Board's review is the FY '25 Q1 Financial Report. I will provide a few highlights with respect to changes since FY '24 Q4.  Recall that all monthly financials are provided on the Board's web page.  I am happy to answer any questions you may have about the Q1 report.
<b>Requested Board Action:</b>  Review of the FY '25 Q1 Financial Report.
<b>Action Taken:</b>  



## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
September 30, 2024

**Jackson College**  
Memo From John Globoker, Chief Financial Officer  
For the September 30, 2024 Financial Report

Following is the September 30, 2024 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2024-2025 Budget as adopted at the May 2024 Board of Trustees meeting.

**General Fund**

**Revenues**

- **Tuition and Fees** - Slightly behind pace with budget to date.
  
- **Property Taxes** - Payments will begin pacing to more align with budget as the year progresses.
  
- **State Appropriations** - College will begin receiving payments from the state in October.
  
- **Contract training** - Unfavorable to budget, likely a timing issue.
  
- **Miscellaneous** - Unfavorable to budget, due to timing and accruals.

**Expenses**

- **Wages, Retirement & Benefits** - Favorable to budget, due to accruals.
  
- **Services - Staffing Agency** - Favorable to budget, due to timing.
  
- **Services** - Unfavorable to budget. Due to timing of IT, Legal, Plant, Institutional Services, Audit, Athletics, Library, and Diversity Development contracted services.
  
- **Rent, Utilities, Insurance** - Unfavorable to budget, due to timing of insurance payments, and additional electricity for expanded plant footprint.
  
- **Other Operating Costs** - Favorable to budget, due to timing.
  
- **Capital Equipment** - Favorable to budget due to timing of IT and Instructional equipment purchases.

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the September 30, 2024 Financial Report

**Auxiliary Fund**

**Revenues**

- **Textbook and Class Fees** - Unfavorable to budget, possibly a timing issue.
- **Housing** - Favorable to budget possibly due to timing.
- **Housing Scholarships** - Unfavorable to budget, due to timing.
- **Sales Bookstore** - Unfavorable to budget, due to timing of meal plan revenue postings.
- **Potter Center** - Favorable to budget, possibly due to timing.
- **Miscellaneous** - Unfavorable to budget, possibly due to timing of building rental income.

**Expenses**

- **Wages, Retirement, and Benefits** - Favorable to budget, due to accruals.
- **Services Staffing Agency** - Unfavorable to budget, Additional temp support during periods of full-time vacancies.
- **Services** - Favorable to budget, possibly due to timing of housing and laundry contracted services.
- **Materials** - Favorable to budget, due to timing of Bibliu payments, beverage, and class fees supplies purchases.
- **Rent, Utilities, insurance** - Favorable to budget, due to timing of rental equipment.
- **Other operating costs** - Favorable to budget, due to timing of necessary production costs for shows in Potter Center.
- **Transfers** - Favorable to budget, as transfers to plant not yet occurred in FY25.

**Other Notes**

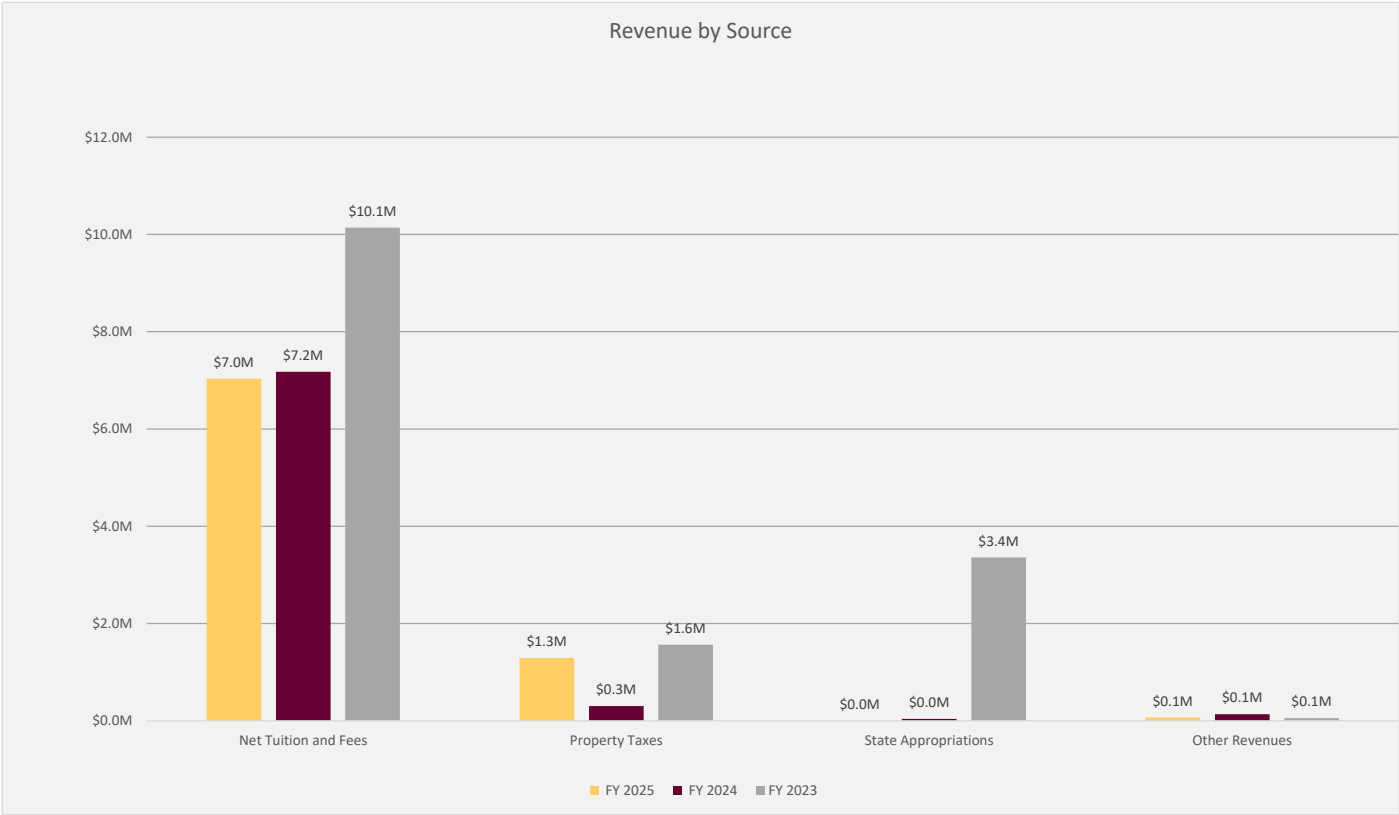
- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of September 30, 2024 the College is meeting this requirement.

Jackson College  
 Revenue and Expense Statement  
 General Fund - FY 25  
 September 30, 2024  
 Preliminary - Unaudited

	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
<b>Revenue</b>							
Gross tuition and fees	\$ 26,496,886	54.6%	\$ 7,293,914	27.5%	30.0%	\$ (655,152)	\$ 7,449,564
Less Institutional Scholarships	(865,000)	-1.8%	(261,973)	30.3%	30.0%	(2,473)	(272,551)
Net tuition and fees	<u>25,631,886</u>	<u>52.8%</u>	<u>7,031,941</u>	<u>27.4%</u>	<u>30.0%</u>	<u>(657,625)</u>	<u>7,177,013</u>
Property taxes	6,873,089	14.1%	1,291,053	18.8%	30.0%	(770,874)	305,152
State appropriations	15,452,900	31.8%	-	0.0%	0.0%	-	40,558
Contract training	199,000	0.4%	43,374	21.8%	25.0%	(6,376)	60,749
Miscellaneous	381,500	0.8%	24,040	6.3%	25.0%	(71,335)	65,941
Transfers	-	0.0%	1,400	0.0%	25.0%	1,400	8,137
Transfers - Federal grant funds	-	0.0%	-	0.0%	-	-	-
<b>Total revenues</b>	<u>48,538,375</u>	<u>100.0%</u>	<u>8,391,808</u>	<u>17.3%</u>	<u>21.0%</u>	<u>(1,504,810)</u>	<u>7,657,550</u>
<b>Expenses</b>							
Wages	18,185,434	37.4%	3,495,338	19.2%	26.9%	(1,400,739)	3,226,781
Retirement	5,574,484	11.5%	940,282	16.9%	26.9%	(560,541)	872,070
Benefits	3,239,730	6.7%	(261,614)	-8.1%	26.9%	(1,133,849)	644,724
Services - Staffing Agency	3,548,735	7.3%	773,994	21.8%	26.9%	(181,435)	803,269
Services	4,775,387	9.8%	1,860,045	39.0%	25.0%	666,198	1,597,871
Materials	1,987,238	4.1%	457,025	23.0%	25.0%	(39,785)	411,469
Rent, utilities, insurance	1,971,375	4.1%	674,939	34.2%	25.0%	182,095	538,341
Other operating costs	4,069,258	8.4%	533,092	13.1%	25.0%	(484,223)	932,605
Transfers-major maintenance	1,060,986	2.2%	265,247	25.0%	25.0%	-	-
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,579,752	7.4%	894,938	25.0%	25.0%	-	-
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	-
Capital equipment	546,000	1.1%	63,797	11.7%	25.0%	(72,703)	83,521
<b>Total expenses</b>	<u>48,538,379</u>	<u>100.0%</u>	<u>9,697,083</u>	<u>20.0%</u>	<u>21.7%</u>	<u>(3,024,982)</u>	<u>9,110,651</u>
<b>Income over (under) expenses</b>	<u>\$ (4)</u>		<u>\$ (1,305,275)</u>			<u>\$ 1,520,172</u>	<u>\$ (1,453,101)</u>

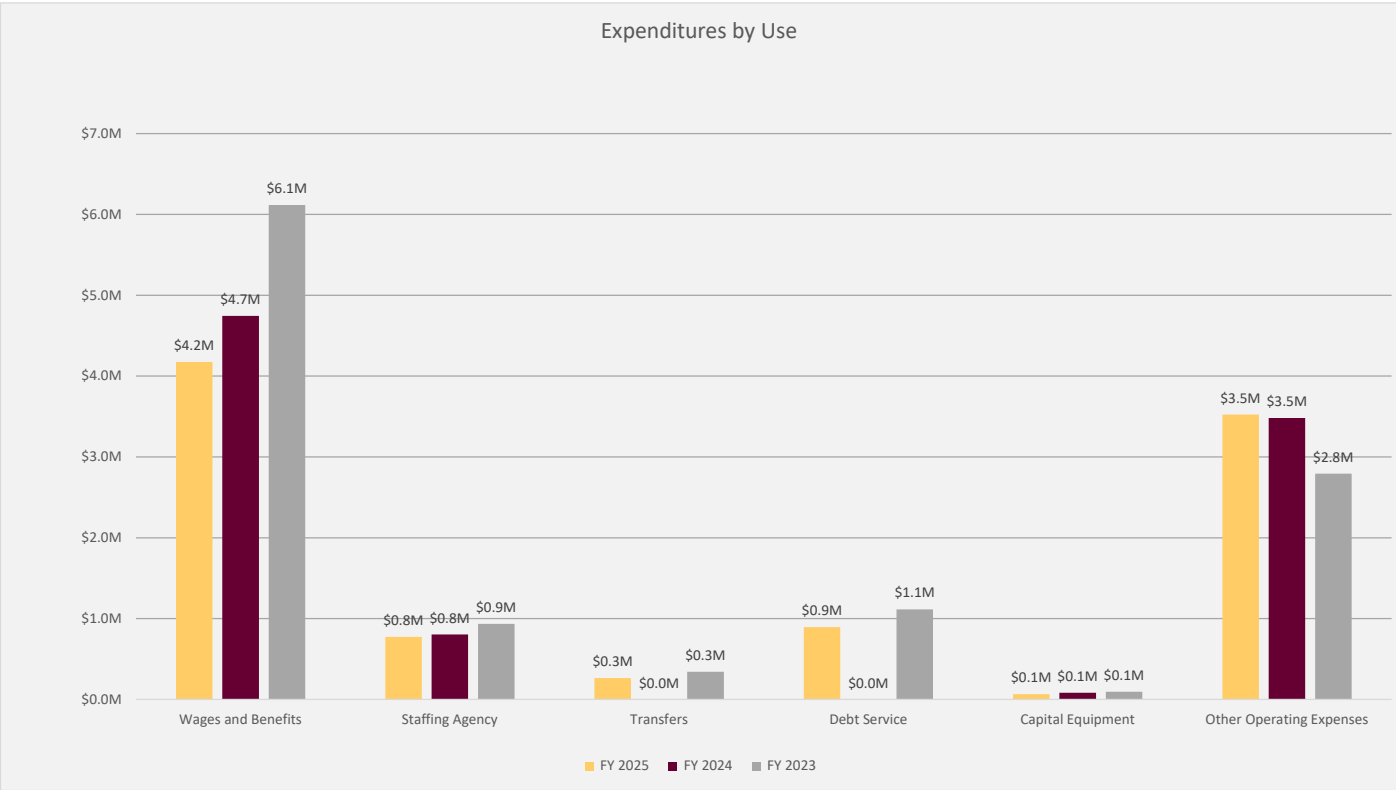
Jackson College  
General Fund Revenue Comparison  
9/30/2024

\$8,391,808



Jackson College  
General Fund Expenditure Comparison  
9/30/2024

\$9,697,083



Jackson College  
 Revenue and Expense Statement  
 Auxiliary Services  
 September 30, 2024  
 Preliminary - Unaudited

	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Auxiliary Units			
						Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
<b>Revenue</b>									
Textbook and Class Fees	\$ 2,878,001	36.9%	\$ 662,836	23.0%	30.0%	-	-	662,836	-
Housing	2,007,800	25.7%	697,580	34.7%	30.0%	-	697,580	-	-
Less Housing Scholarships	(200,000)	-2.6%	(102,090)	51.0%	30.0%	-	(102,090)	-	-
Sales Bookstore	291,500	3.7%	56,967	19.5%	25.0%	-	-	56,967	-
Potter Center activities	420,000	5.4%	131,079	31.2%	25.0%	-	-	-	131,079
Hospitality and Meal Plans	2,343,000	30.0%	721,751	30.8%	30.0%	721,751	-	-	-
Miscellaneous	43,500	0.6%	4,750	10.9%	25.0%	-	-	-	4,750
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
<b>Total revenues</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>2,172,873</b>	<b>27.9%</b>	<b>21.7%</b>	<b>721,751</b>	<b>595,490</b>	<b>719,803</b>	<b>135,829</b>
<b>Expenses</b>									
Wages	\$ 1,537,806	19.7%	\$ 288,343	18.8%	26.9%	134,244	47,739	44,094	62,266
Retirement	342,677	4.4%	73,062	21.3%	26.9%	31,103	10,426	9,900	21,633
Benefits	241,143	3.1%	58,399	24.2%	26.9%	30,686	5,920	9,717	12,076
Services - Staffing Agency	10,000	0.1%	5,725	57.3%	26.9%	5,725	-	-	-
Services	71,500	0.9%	13,013	18.2%	25.0%	5,940	1,761	-	5,312
Materials	3,415,000	43.8%	310,315	9.1%	25.0%	128,970	2,004	179,341	-
Rent, utilities, insurance	4,000	0.1%	38	1.0%	25.0%	38	-	-	-
Other operating costs	610,500	7.8%	95,958	15.7%	25.0%	-	834	175	94,949
Transfers	1,560,175	20.0%	-	0.0%	25.0%	-	-	-	-
Capital equipment	6,000	0.1%	-	0.0%	25.0%	-	-	-	-
<b>Total expenses</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>844,853</b>	<b>10.8%</b>	<b>25.7%</b>	<b>336,706</b>	<b>68,684</b>	<b>243,227</b>	<b>196,236</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>		<b>\$ 1,328,020</b>			<b>\$ 385,045</b>	<b>\$ 526,806</b>	<b>\$ 476,576</b>	<b>\$ (60,407)</b>



Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College  
 Balance Sheet and Changes in Fund Balance - FY 25  
 September 30, 2024  
 Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>									
Cash	\$ 34,541	\$ 14,109,343	\$ 3,382,975	\$ -	\$ (4,454,472)	\$ 32,214	\$ 3,868,077	\$ 784,540	\$ 17,757,218
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,492	-	-	2,492
Accounts receivable	4,841,808	(37,498)	(50,003)	-	1,763,697	-	404	-	6,518,408
Inventories	29,800	-	-	-	271,130	-	-	-	300,930
Other assets	10,112,742	500	(5,689)	-	5,840,799	-	82,942,234	174	98,890,760
<b>Total assets</b>	<b>15,018,891</b>	<b>14,072,345</b>	<b>3,327,283</b>	<b>-</b>	<b>3,421,154</b>	<b>34,706</b>	<b>86,810,715</b>	<b>784,714</b>	<b>123,469,808</b>
<b>Liabilities and Fund Balance</b>									
Accounts payable	36,024	-	-	-	1,221	-	-	-	37,245
Accrued liabilities	1,764,745	-	(11,696)	-	352,592	-	25,080,433	-	27,186,074
Deferred liabilities	8,019,452	-	-	-	-	-	-	-	8,019,452
Unearned revenue	62,146	-	(50,000)	-	253,478	-	-	-	265,624
Other liabilities	6,509,070	(1,000,000)	10,622,287	-	29,859	-	21,018	(503,467)	15,678,767
<b>Total liabilities</b>	<b>16,391,437</b>	<b>(1,000,000)</b>	<b>10,560,591</b>	<b>-</b>	<b>637,150</b>	<b>-</b>	<b>25,101,451</b>	<b>(503,467)</b>	<b>51,187,162</b>
Fund balance	(1,372,546)	15,072,345	(7,233,308)	-	2,784,004	34,706	61,709,264	1,288,181	72,282,646
<b>Total liabilities and fund balance</b>	<b>\$ 15,018,891</b>	<b>\$ 14,072,345</b>	<b>\$ 3,327,283</b>	<b>\$ -</b>	<b>\$ 3,421,154</b>	<b>\$ 34,706</b>	<b>\$ 86,810,715</b>	<b>\$ 784,714</b>	<b>\$ 123,469,808</b>
<b>Beginning fund balance</b>									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	56,327,556	\$ -	\$ 56,327,556
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	6,828,662	-	6,828,662
Restricted	-	690,408	500,752	-	(1,110,990)	34,446	-	-	114,616
Future Operations	398,202	14,166,527	-	-	-	-	-	518,988	15,083,717
	\$ 398,202	\$ 14,856,935	\$ 500,752	\$ -	\$ (1,110,990)	\$ 34,446	\$ 63,156,218	\$ 518,988	\$ 78,354,551
Current year income	8,391,808	215,410	6,304,834	-	2,274,964	40	1,160,300	(31,368)	18,315,988
Current year expenses	9,697,083	-	9,103,320	-	946,943	-	290,038	12,586	20,049,970
<b>Ending fund balance</b>	<b>\$ (907,073)</b>	<b>\$ 15,072,345</b>	<b>\$ (2,297,734)</b>	<b>\$ -</b>	<b>\$ 217,031</b>	<b>\$ 34,486</b>	<b>\$ 64,026,480</b>	<b>\$ 475,034</b>	<b>\$ 76,620,569</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024



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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b>
10.0 Information Requested by the Board 10.4 College Feature: Marketing (Dotty Karkheck, Director of Marketing / Ashley Banks, Graphic / Web Designer)  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
<b>Description:</b>
As this month's "College Feature", Dotty Karkheck (Director of Marketing) and Ashley Banks (Graphic / Web Designer) will present an update on the good work of the College's Marketing Department.
<b>Requested Board Action:</b>
Review as information and ask Dotty and Ashley any questions the Board may have.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

**Subject to be Discussed and Policy Reference:**  
***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

10.0 Information Requested by the Board

10.5 Next Board Meetings Topics:  
 Board Fall Planning Session – November 18, 2024  
 Board Regular Meeting – January 13, 2025

**BOARD POLICY:** GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda

**Description:**

This time has been set aside to help the Board anticipate topics for the next Board meetings (Board Fall Planning Session on November 18, 2024 and Board Regular Meeting on January 13, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

Board Fall Planning Session – November 18, 2024

- AI Workshop – Doug Yenor
- Draft AI Board Policy – Doug Yenor
- Michigan Community College Act of 1966 Statutory Policy Review
- Stress Test – Case Study
- CAT Building Consideration – Jim Jones, Jamie Vandenburg, & Jason Valente
- Trustee Succession Planning
- Update on the Medical Simulation Center – Heather Ruttkofsky
- Financial Audit Report – Rehmann Representatives
- Better Boards for a Better World - book review
- 100-year anniversary plannings
- Campaign planning – Julie Hand
- Board Meeting Scheduling Consideration for Winter Months
- Board Items

Board Regular Meeting – January 13, 2025

- Excellence Minute
- Organized Election for Board Officers
- Consideration of Moving Board Dates to Accommodate Conferences (if needed)
- Consideration of Spring Planning Session Date
- Consideration of Distinguished Service Award Nominations
- Policy Review: EL-10 Access to Education
- Policy Review: GP-11 Linkage with Ownership
- Policy Review: GP-14 Handling Operational Complaints



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

- Policy Review: GP-15 Handling Alleged Policy Violations
- Interpretations Assessment: EL-10 Access to Education
- Evidence Review: EL-07 Compensation & Benefits
- Evidence Review: EL-09 Organization Culture
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Results: GP-13 Special Rules of Order
- Board Survey Results: BCD-02 Accountability of CEO
- College Feature

**Requested Board Action:**

Review of currently anticipated topics.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>11.0 Self-Evaluation of Governance Process &amp; Board Performance at this Meeting                  11.1 Principles of Policy Governance</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p><b>Description:</b></p>
<p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board’s work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board’s work both in terms of this meeting and in general governance practice.</p> <p><a href="https://governforimpact.org/resources/principles-of-policy-governance.html">https://governforimpact.org/resources/principles-of-policy-governance.html</a></p>
<p><b>Resource Impact:</b></p>
<p>None</p>
<p><b>Requested Board Action:</b></p>
<p>Define particular areas for improvement in the governance process.</p>
<p><b>Action Taken:</b></p>
<p> </p>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b>
12.0 Meeting Content Review  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<b>Description:</b>
This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of areas for meeting content improvement
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: November 4, 2024

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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b>
13.0 Adjourn*  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order
<b>Description:</b>
Board action is required to adjourn the meeting.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Meeting Adjournment
<b>Action Taken:</b>