

Jackson College Board of Trustees Meeting

Regular Meeting

August 12, 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 (TCS²), **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>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 12, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>5:45pm Board Dinner [No Board discussion/decisions] <u>BOARD POLICY:</u> Open Meetings Act – Act 267 of 1976</p>
<p>Description:</p>
<p>In accordance with the Michigan's Open Meetings Act (OMA), 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. As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA "<i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i>"²⁸ 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>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Board members partake in a purely social dinner gathering, prior to the regular Board meeting.</p>
<p>Action Taken:</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 – 12th 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>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 12, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
1.0 Call to Order & Pledge of Allegiance of the United States <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description: 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".
Resource Impact:
None
Requested Board Action:
Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>2.0 Adoption of Minutes 2.1 Regular Board Meeting of 06.10.24</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p>Description:</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>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of the minutes for approval to the formal record of the Board.</p>
<p>Action Taken:</p>



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center, 2nd Floor,
Boardroom

06.10.24

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 06.10.24, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

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

Board Member Absence: Trustee Christopher Simpson

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Dr. Alytrice Brown, Julie Hand, Jason Valente, Cindy Allen, Ashley Van Heest, Dr. Todd Butler, Ariel Maturine, Marilynn Fryer, Brendon Beer

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 05.13.24 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.

Dr. Mark Ott (Current JC Employee – Jackson College Faculty Union Board of Trustees Liaison) – Dr. Ott shared that Dr. Becky Roberts has been elected as the President of the Community College division of the Central States Communication Association and praised this personal and institutional achievement. He offered gratitude for Dr. Phelan’s efforts to secure Capital Outlay and ITEMS Funding for building renovations and emphasized the importance of future-focused enrollment strategies.

Dr. Ott also urged the Board to prioritize filling the role of CAO permanently, rather than maintaining a prolonged acting role solution, and encouraged the Board to seek a balance between the principles of Policy Governance and fostering a directly supportive environment to faculty.

BOARD & CEO COMMENTS:

Trustee Lake described her rewarding experiences at two recent CEP graduation ceremonies. She also shared her enjoyment of the pop-up ceramics class she is taking at Jackson College.

CEO Phelan provided an overview of MCCA Conference requests of our legislators for fiscal ’25, as outlined below:

MCCA CONFERENCE REQUESTS:

Community College Operations

We request a 3.3% ongoing increase for community college operations as proposed in HB 5504 (H-1).

Infrastructure, Technology, Equipment, Maintenance, and Safety (ITEMS) Grants

We request a meaningful \$32 million investment in ITEMS grants for community colleges. If one-time funding is available, we request it be utilized for ITEMS grants.

Tuition Restraint

If tuition restraint is maintained, we request including the language from Sec. 217b (2) of the executive budget recommendation that sets maximum tuition increases for FY 2025 and FY 2026. The forward-looking language would provide colleges with information they need to set tuition rates within the stated limits.

MPSERS Payroll Cap Reduction

We request the \$5.7 million one-time SAF investment to lower the employer payroll contribution cap included in HB 5504 (H-1) and the executive budget recommendation.

Local Heroes Program

We request maintaining the \$850,000 one-time GF/GP investment in the Local Heroes program proposed in SB 753 (S-2). This investment will support the creation of college access pathways for our local heroes including future teachers, firefighters, and police officers. The program seeks to eliminate workforce shortages in critical public service areas and build a pathway to prosperity for families.

Michigan Achievement Scholarship – Community College Guarantee

We request a tuition-free path for recent high school graduates attending their local community college or a tribal college as included in SB 752 (S-2) and the executive budget recommendation and a last dollar scholarship (like Reconnect) for all other eligible students who are enrolled at an eligible community college. In addition, we request students who are Pell eligible receive a \$2,000 additional payment for cost of attendance payment as defined in HB 5505 (H-1) Sec. 248 (2)(a).

FAFSA Completion Incentive and College Awaits Programs

Community and tribal colleges stand ready to partner with the state to incentivize FAFSA completion and help students, especially underserved and underrepresented students, realize their postsecondary potential. We request adding community and tribal colleges as eligible grant recipients in the FAFSA completion Incentive and College Awaits Programs in SB 752 (S-2) Sec. 236 (14).

University Best Practices – Associate Degree Policy

Students with an associate degree who transfer to 4-year institutions are more likely to earn a bachelor's degree within four years than those who do not have an associate degree. We support incentivizing universities to adopt, and make publicly available, a policy that guarantees associate degree earners junior status upon acceptance as included in SB 752 (S-2) Sec. 236q (g). Transparent transfer policies will go a long way to making bachelor's degrees more accessible and affordable.

Registered Apprenticeship for State Construction Projects

If a training model or credential is required for construction, repair, or remodeling projects as included in HB 5516 (H-2) Sec. 228, we request adding an industry

recognized credential in a program of study related to skilled trades from an accredited institution of higher education.

Michigan Skills Fund

We support the \$5 million GF/GP one-time appropriation included in HB 5505 (H-3) for a workforce credential program through Michigan Works! agencies to provide tuition assistance to obtain an industry-recognized credential or certificate in a high demand occupation.

Small Business Development

We support the \$3 million GF/GP one-time appropriation included in HB 5505 (H-3) to assist institutions that serve as Small Business Development Center regional hosts, including several community colleges, with operating costs and federal match requirements.

Michigan Skills Fund

We support the \$5 million GF/GP one-time appropriation included in HB 5505 (H-3) for a workforce credential program through Michigan Works! agencies to provide tuition assistance to obtain an industry-recognized credential or certificate in a high demand occupation.

Small Business Development

We support the \$3 million GF/GP one-time appropriation included in HB 5505 (H-3) to assist institutions that serve as Small Business Development Center regional hosts, including several community colleges, with operating costs and federal match requirements.

Hunger Free Campus Pilot

We support the Hunger Free Campus Pilot included in HB 5501 (H-1) and request including two community colleges as part of the pilot along with the two stated public universities. Food insecurity is a barrier to student success and many of Michigan's community colleges are actively seeking resources to support students by addressing hunger.

Reconnect Program

We oppose Sec. 706 of HB 5501 (H-1) which creates the potential for newly enrolled students to be ineligible to receive Reconnect scholarships due to no fault of their own. This new language conflicts with The Reconnect Grant Act, PA 84 of 2020.

Michigan College Access Network

We support sustaining the FY24 \$5 million appropriation for the College Access Program administered in collaboration with the Michigan College Access Network (MCAN).

Chairperson Crist welcomed the return of Trustee Teshna from her recent leave.

EXCELLENCE MINUTE:

This new feature was placed on the agenda as an opportunity to celebrate a sampling of the good that Jackson College is doing each day. 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.

To that end, Julie Hand (Chief Advancement Officer) presented the journey of recent Jackson College graduate, Tina Covic (who was also one of the commencement speakers for the Class of 2024), as follows:

Student Excellence Moment featuring Tina Covic:

It's a pleasure to be here with you tonight and to have the opportunity to share more about one of our amazing students.

You've all had the pleasure of meeting Tina Covic during her time at Jackson College, with the most recent occasion being Commencement just last month and also, the

GVSU Nursing partnership announcement. Tina has had many roles and here are just a few of the roles that she has played:

A daughter A sister

A scholar and honor society member

The captain of a college athletics team – our women's soccer team A volunteer

A mentor

A student employee

A scholarship recipient An ICU Nurse

And on her first day at McLaren in Lansing, a lifesaver

I first met Tina when she interviewed for a scholarship last summer and I knew she was going places.

Tina is also a first generation American and her journey, and that of her family, on the road to JC is nothing short of remarkable. Through Tina's scholarship application, she wrote of the following which she has given permission for me to share with you tonight.

When asked about her inspiration, Tina said:

"My family is from Ex-Yugoslavia, and my dad was put into a concentration camp during the civil war for years. He had to leave his family behind not knowing if he was ever going to see them again. He was shot a total of 12 times and got down to 97 pounds. A story from that time that stuck with me was when another prisoner was chosen to retrieve weapons on the battlefield wearing a bomb vest. My father knew he had a family and had them take him to the field instead. The amount of courage amazes me and pushes me throughout the day. Furthermore, my parents came to America with nothing. They only knew how to say "Hi" and "Bye". They came to the US with my older sister who was born during the war. They both worked so hard to get money to go to college and find careers to support our family. My father became a carpenter, and my mom is a nurse. The

life they have made for us today also inspires me to believe that I can get through any hardships I may face.”

As you can see, Tina story is truly remarkable and the value that her family placed on the importance of higher education – not only for themselves, but their children is inspiring. Tina’s sister is a graphic designer, and her brother is working in cybersecurity – both as a result of pursuing a college degree.

Trustees and Dr. Phelan, thank you for making dreams for a better life possible for Tina and so many students like her through your service and commitment to Jackson College.

We are better because of you.

OWNERSHIP LINKAGE

OWNER LINKAGE UPDATE

As requested at the 04.15.24 Regular Board Meeting, Chairperson Crist and Trustee Lake conducted an Ownership Linkage Session on 05.20.24 to help the Board develop their Ownership Linkage Practice and its execution.

An updated Ownership Linkage Practice document was shared, which included the following for the Boards’ consideration:

1. Ownership Linkage Practice Overview
2. Defining the JC Owners
3. Most Recent Ownership Linkage History
4. Ownership Linkage Methodologies
5. What to Ask JC Owners
6. Proposed Schedule for Ownership Linkage: FY’25 - FY’28

Trustee Lake shared that she is looking forward to attending this week’s Govern for Impact Annual Conference in Atlanta, along with Chairperson Crist and Trustee Hoffman, which will likely inform the forementioned ownership linkage plan. More on this process will be discussed at the Board’s Fall Planning Session on 11.18.24.

Trustee Heins suggested that the Jackson County Chamber’s Leadership Jackson might be a good group with whom to meet.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Selection of Representative to MCCA Board of Directors

A Trustee-Director and Alternate Trustee-Director for the MCCA Board of Directors were considered for FY’25. Chairperson Crist offered to remain the Trustee-Director. Vice-Chairperson Patterson expressed her desire to be the Alternate Trustee-Director. CEO Phelan will continue to serve as the President-Director by default.

MOTION BY TRUSTEE HEINS TO APPROVE CHAIRPERSON CRIST AS TRUSTEE-DIRECTOR AND VICE-CHAIRPERSON PATTERSON AS ALTERNATE TRUSTEE-DIRECTOR. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Executive Limitations: EL-00 General Executive Limitations – Policy Review

The Board's Executive Limitations policy EL-00 General Executive Limitations was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and CEO Phelan did not have any recommended changes.

EXECUTIVE LIMITATIONS ITEMS: ENDS: EN-01 Board's ENDS – Policy Review

The Board's ENDS policy EN-01 was reviewed by the Board for its regularly scheduled review. Chairperson Crist, Vice-Chairperson Patterson, Trustee Hoffman, and CEO Phelan recommended that the policy be divided into 3 separate ENDS policies to allow for more consumable and thorough monitoring of each, rather than continuing to monitor compliance for the entirety of the Board's ENDS all at once.

MOTION BY VICE-CHAIRPERSON TO APPROVE POLICY EL-00 GENERAL EXECUTIVE LIMITATIONS WITHOUT AMENDMENT AND POLICY EN-01 BOARD'S ENDS AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-00 General Executive Limitations – Interpretations Review

CEO Phelan presented his interpretation recommendations for policy EL-00 to the Board for their regularly scheduled review. The recommendations omitted redundancy within previous versions of the interpretations for this policy.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICY EL-00 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EN-01 Board's ENDS – Interpretations Review

CEO Phelan presented his interpretation recommendations for policy EN-01 to the Board for their regularly scheduled review. The recommendations were in alignment with approved edits made to the policy at this meeting and omitted redundancy within previous versions of the interpretations for this policy.

MOTION BY TRUSTEE HOFFMAN TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICY EN-01 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSIDERATION OF MILLAGE REQUEST:

The Board considered a proposal to restore the millage rate for Jackson College and the following *draft* filing language:

Shall the limitation on the amount of taxes which may be assessed against all property in Jackson College, Michigan, be increased by 0.2 mills (\$0.20 per \$1,000 of taxable valuation) for a period of 10 years, from 2024 to 2033, inclusive? This restoration of the previously authorized millage rate of 1.33 mills (reduced to 1.13 mills by required millage rollbacks) will provide funds for enhancing job training, job placement, apprenticeship training, and professional trades education programs. If approved and levied in full, this increase is estimated to raise approximately \$1,200,000 in the first year the millage is levied.

CEO Phelan noted that the dominant theme across party lines is the need for jobs and workforce development. This millage restoration would allow for Jackson College to build up their workforce development program. CEO Phelan described having the proposal language reviewed by legal counsel (i.e., Thrun Law Firm) prior to the Board's August Board meeting for approval.

Trustee Hoffman described his support of clearly stating the funds' uses in the ballot language. Trustee Lake supported the draft proposal language. Trustee Heins described that JPS, Parks & Recreation, and the Jail millage are expected to be on the November ballot. He described waiting to learn who is on the November ballot before authorizing a filing.

Trustee Thomas provided her support for pursuing a millage restoration.

MOTION BY TRUSTEE HOFFMAN FOR MILLAGE PROPOSAL LANGUAGE TO BE PREPARED AND PRESENTED TO THE BOARD AT THE AUGUST 12, 2024, REGULAR BOARD MEETING FOR APPROVAL. TRUSTEES VOTED BY ROLL CALL VOTE:

CHAIRPERSON CRIST: AYE

TRUSTEE HEINS: AYE

TRUSTEE HOFFMAN: AYE

TRUSTEE LAKE: AYE

VICE CHAIRPERSON PATTERSON: NAY

TRUSTEE THOMAS: AYE

THE MOTION PASSED 5:1.

For the November 2024 election, the deadline to file a proposal is 08.13.24 by 4:00pm. The decision to file a proposal and the language to be used will be made at the 08.12.24 Board meeting.

CONSENT / REQUIRED APPROVAL AGENDA

FY'25 Audit and Assessment Engagement Letter:

The Board considered letters from auditing firm Rehmann Robson to confirm the arrangement for Rehmann Robson to provide Jackson College (the "College") services in connection with the audit and assessment of the College's finances and information technology for the fiscal year ending June 30, 2025.

MOTION BY VICE-CHAIRPERSON PATTERSON TO CONFIRM THE ARRANGEMENT FOR REHMANN ROBSON TO PROVIDE JACKSON COLLEGE (THE "COLLEGE") SERVICES IN CONNECTION WITH THE COLLEGE'S FINANCIAL AND INFORMATION TECHNOLOGY AUDIT AND ASSESSMENT FOR THE FISCAL YEAR ENDING JUNE 30, 2025. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-03 Planning – Evidence Review

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-03 Planning, indicating Full Compliance according to his previously approved interpretations. He thanked John Globoker, Ashley Van Heest, and Cindy Allen for their assistance in generating the report.

MOTION BY TRUSTEE LAKE THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-03 PLANNING AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, 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. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2024, along with the schedule for the Trustee's policy pre-review process.

CEO Phelan requested that the Board formally approve the monitoring of the Board's ENDS policy (split into 3 separate policies earlier in this Board meeting) annually across three months.

MOTION BY TRUSTEE THOMAS TO APPROVE THE MONITORING OF THE BOARD'S ENDS POLICY ANNUALLY ACROSS THREE MONTHS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES CRIST, HEINS, HOFFMAN, LAKE, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: GP-09 Board Code of Conduct – Survey Results Review:

Chairperson Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-09 Board Code of Conduct.

INFORMATION REQUEST BY THE BOARD

College Feature: Resident Life:

Norma Espinoza-Aguilar, JC's Director of Residence Life, presented the culture of and services provided to JC's resident students.

Information highlights included:

Summer 2024:

- Resident Assistants (RAs) now understand expectations and are enjoying the position.
- 55 residents in Maroon Hall, including 5 interns.
- No judicial incidents to date.
- Security is having positive interactions with residents as they understand policies and are serious learners.
- Interdepartmental collaboration is underway.
- Housing is participating in the College's 06.21.24 College-wide open house (It's a Great Day to be a Jet, 11am-3pm). 600 new students have RSVP'd to the event. Housing will provide tours/t-shirts.
- Residence Life is focusing on building community and getting residents engaged.
- Resident Assistants (RAs) – practices implemented:
 - Student Check-in's (well-being and academic) 3-5 a week.
 - Passive Programming through bulletin boards, traditions, flyers, building programming, and all residents invited to larger event.
 - RA bios, door decks and monthly tradition flyers are put on every door.
 - Required time to work at the front desk.
 - Professional clothing provided.

Fall 2024 Application Update:

- As of June 4, 101 residents have submitted a housing application.
- 81% (85) new to Jackson College and first year students. Collecting deposits at this stage, not waiting to move in.
- Tiny Homes are currently full.
- Included Gender Inclusive Application Process.

Fall 2024 Plans:

- With collaboration from other departments, housing is planning a Jet Jam event in early September.
- Residence Life Handbook and Policies have been revised to eliminate any ambiguity.
- Robust and inclusive mandatory Housing Orientation for all housing residents.
- Events planned for engagement and clear expectations for RAs and Residents.
- Look forward to a community of engaged learners at full capacity.

Miller Johnson Audit Report Status:

Brendon Beer, legal counsel to the Board, provided the status of the Miller Johnson Audit Report, which is slated to be completed by 06.30.24.

As per a letter from Miller Johnson that Board members received directly, Beer described that the external investigation interviews (i.e., 17 individuals) have been completed and the review of approximately 6000 documents has been completed. Beer advised the Board to wait to set a Special Meeting of the Board and Closed Session after the report itself has been completed, and when Miller Johnson attorneys can be present. Beer will ask the Miller Johnson attorneys to begin looking at their schedules to offer when they might be available.

Beer described that the report will be under client / attorney privilege. It may include student records or discipline suggestions that would require a Closed Session of the Board to review and discuss. The report will be released to legal counsel and Chairperson Crist. Trustee Hoffman requested a fact sheet of best practices for handling the report.

Beer shared that Miller Johnson's Executive Summary of the external investigation may be shared with the public. Miller Johnson will provide guidance on how the report should be distributed.

Board members described preferring a Closed Session in a Special Board Meeting to review the Miller Johnson Audit Report as opposed to adding it to a Regular Board Meeting agenda.

Next Board Meeting Topics – 08.12.24:

CEO Phelan provided the members with a portent of items that are to come at the 08.12.24, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Excellence Minute
- Policy Review: Bylaws
- Policy Review: BCD-03 Delegation to CEO
- Policy Review: BCD-04 Monitoring CEO Performance
- Evidence Review: EL-00 General Executive Restraint

- Evidence Review: EN-01 Board's ENDS (#1-3)
- CEO Monitoring Compliance Schedule & Summary
- FY'24 Q4 Financial Report
- Consideration of the Administrative Manual
- Decision on Millage Request
- Miller Johnson Audit Report – Executive Summary
- College Feature: JPEC

Vice-Chairperson Patterson shared her appreciation for the Excellence Minute and the College Feature at this Board meeting.

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.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 7:45pm ET.

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 12, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>3.0 Declaration of Conflict of Interest*</p> <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
<p>Description:</p>
<p>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.</p> <p>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.</p> <p>A roll call vote is required for this item.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Roll Call Consideration of any actual or perceived conflict of interest with agenda items.</p>
<p>Action Taken:</p>
<p> </p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
4.0 Communications 4.1 Public Comments (limit of 5 minutes per person) <u>BOARD POLICY:</u> BYLAWS
Description:
<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 otherwise established at the call of the Board Chair. 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.</p> <p>The Chairperson should read the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:</p> <p><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></p>
Resource Impact:
None
Requested Board Action:
Receive comments from persons wishing to address the Board.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
4.0 Communications 4.2 Board & CEO Comments <u>BOARD POLICY:</u> BYLAWS
Description:
<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>However, Board Policy and good governance practice suggests that this is not an occasion to make comments / respond to the attending public, as <i>this is a meeting of the Board, not the public</i>. Thus, this item is provided solely an opportunity for sharing items of interest among Trustees.</p>
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>4.0 Communications 4.3 Excellence Minute - Julie Bullinger-Ballow, Nursing Program Director</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Description:</p>
<p>This is an opportunity to celebrate an example of the good works that Jackson College is doing each day. 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.</p> <p>We are excited to welcome Julie Bullinger-Ballow, Jackson College Nursing Program Director, to the Trustee’s Board Meeting. Julie will share some exciting news about Jackson College’s PN & RN pass rates and related student successes.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Celebrate a Jackson College student or colleague.</p>
<p>Action Taken:</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
5.0 Ownership Linkage 5.1 Ownership Linkage Update <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
Executive Summary:
Chairperson Crist and Trustee Lake will provide any updates on the Board's ownership linkage.
Requested Board Action:
Receive an update on the Board's ownership linkage.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.1 Governance Process 6.1.1 Bylaws Review*</p> <p><u>BOARD POLICY:</u> BYLAWS</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review are the Board’s Bylaws. Chairperson Crist, Trustee Lake, Trustee Simpson, and I have some recommended changes for the Board’s consideration.</p> <p>The enclosed version tracks the recommended changes, followed by a version that fully incorporates the recommended changes. Thanks to the members for their work on this.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of the Board’s Bylaws.</p>
<p>Action Taken:</p>



JACKSON COLLEGE BOARD OF TRUSTEES BY-LAWS

Title: By-Laws

Date Adopted: 11.11.94

Version: 17.0

Date Last Reviewed: 02.12.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

Summary:

~~By-laws are legally-binding rules that are essential for self-regulation and the effective operation of the Jackson College Board of Trustees.~~

Bylaws provides a legally binding foundational governance framework for Jackson College, delineating the rules, procedures, and guidelines that govern its operations and the conduct of its board of trustees. Their primary purpose is to ensure that the College operates with transparency, accountability, and in alignment with our mission and values. Bylaws typically cover a wide scope, including the composition and election of the Board of Trustees, roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, and conflict of interest policies. They also outline procedures for amendments, ensuring adaptability to evolving educational and regulatory landscapes. By providing clear guidelines, bylaws help maintain organizational integrity, promote effective governance, ensure compliance with legal and regulatory requirements, and are focused only on the highest level of governance issues.

~~Generally, By-laws serve to establish the name of the organization, how the College is governed, the requirements for membership, offices that may be held, the titles and responsibilities for said offices, as well as the means by which the offices are to be assigned. By-laws also define how its meetings are conducted, and how often meetings are held. Finally, these Board's by-laws constitute legal guidelines for the work of the Board and are focused only on the highest level of governance issues.~~

By-laws:

The enclosed by-laws shall constitute the structure, operation and responsibilities of Trustees in conducting formal business matters at its regular monthly board meetings for Jackson College.

1. Name of the Organization:

- a. The legal and official name of the organization shall be Jackson College.

2. Officers:

- a. The organizational meeting for election of officers shall be held on the day and at the time prescribed by law.
- b. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the -duties of the office and such other functions as are designated by the Board of Trustees.

3. Duties of Officers:

- a. The Chairperson of the Board shall have the usual duties and authority consistent with laws pertaining to higher education laws. He or she shall appoint all committees, as needed, unless otherwise directed by the Bboard.
- b. The Vice-Chairperson shall perform the duties of the Chairperson in the absence of the Chairperson. He/she shall perform other functions and duties as designated by the Board.

4. Removal of Officers

- a. Any officer of the Board may be removed for cause by resolution of a majority of the Board at a regular monthly meeting with the item appearing on the agenda for that meeting.

5. Meetings

All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.

- a. **Regular Meeting Dates:** ~~Unless otherwise directed by the Board and with the exception of July, and December, a~~ All Regular Board Mmeetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201

Commented [KB1]: Phelan: Should the time be adjusted during winter months to avoid driving during inclement climates at night?

Commented [KB2R1]: Lake: What about a working lunch?

Commented [KB3]: Simpson: Was there another month to consider off?

c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the [special](#) meeting.

d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.

e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under -circumstances allowed by the Michigan Open Meetings Act.

f. **Place of Meetings:** Unless otherwise directed by the Board, all Board meetings will be held within the College service area of Jackson [Ce](#)ounty.

g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.

h. **Meeting Time Limit:** The [length of](#) time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at [subsequent](#), adjourned, or special meetings.

6. **Other [Electronic or Remote Communications](#):**

Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions, or matters which could result in a Board decision.

This requirement applies at all times, including, by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. **Committees of the Board:**

The Board of Trustees may ~~authorize~~ committees as deemed necessary. Committees shall report recommendations to the ~~B~~board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.

8. **Minutes of Proceedings:**

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be bound and kept in the Office of the CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote of the members of the Board. Less than a quorum may adjourn to a future ~~B~~board meeting ~~date~~.

11. **Compensation and Expenses:**

No member of the Board of Trustees may receive any compensation for any services rendered to the ~~College De~~istrict. Expenses of Board Members ~~will~~ shall be reimbursed in accordance with College policy.

12. **Transaction of Business:**

The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

13. **Order of Business:**

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

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Adoption of Minutes
- 3.0 Declaration of Conflict of Interest
- 4.0 Communications
- 4.05.0 Ownership Linkage
- 5.06.0 Items for Decision
- 6.07.0 Consent/Required Approvals Agenda
- 7.08.0 Monitoring CEO Performance
- 8.09.0 Monitoring Board Performance
- 9.10.0 Information Requested by the Board
- 10.1.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 12.4.0 Meeting Content Review
- 13.2.0 Adjourn

14. **Amendments:**

These by-laws may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board.

15. **Rules of Order:**

The latest edition of *Robert's Rules of Order*, and which sections pertain to "small board rules", shall govern the Board in its deliberations, except where it is inconsistent with these bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. **Public Participation at Board Meetings:**

~~Meetings of the Board of Trustees are meetings to conduct business unto itself. Meetings of the Board of Trustees shall be open for public attendance. All public communications to the Board of Trustees shall be exclusively addressed to the Board of Trustees during the designated public comment section of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.~~

~~Persons who wish to present any matter of concern to the College shall make a written request using the speaker request form prior to the meeting. This shall be considered under the "Ownership Linkage Communications" section of the Board's agenda. The Board may, in case of emergency, by majority vote, give visitors who have not presented a written request, an opportunity to present matters of concern to the Board. The Board Chairperson shall allot a visitor, at the appropriate time, not more than five minutes, unless the time is increased or decreased by a majority of the Board. In accordance with the Open Meetings Act, the Board Chairperson may request that if a large group of people want to communicate the same message, that the group appoint a spokesperson to represent the group and make remarks on behalf of the group. Additionally, the~~

~~Chairperson reserves the right to conclude public comment if by the determination of the Chairperson the continuing commentary is not materially different from that which has previously been presented.~~

~~Meetings of the Board of Trustees are meetings to conduct the business of the Board unto itself. These meetings shall be open for public attendance in accordance with the Michigan Open Meetings Act. Public communications to the Board of Trustees shall be exclusively addressed to the Board during the designated public comment section of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.~~

~~Persons who wish to present any matter of concern to the College must submit a written request using the speaker request form prior to the meeting. This request will be considered under the "[Ownership Linkage-Communications](#)" section of the Board's agenda. In cases of emergency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chairperson will allot each speaker a maximum of five 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.~~

~~Public comments shall be received by the Board without individual commentary or engagement from Board members.~~

~~The Board Chairperson will inform speakers that their comments will be taken under advisement. This process ensures that public input is respected while maintaining the orderly conduct of Board meetings.~~

17. **Governance Methodology:**

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

18. **Indemnification**

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing

indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

19. Continuity of Governance:

To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

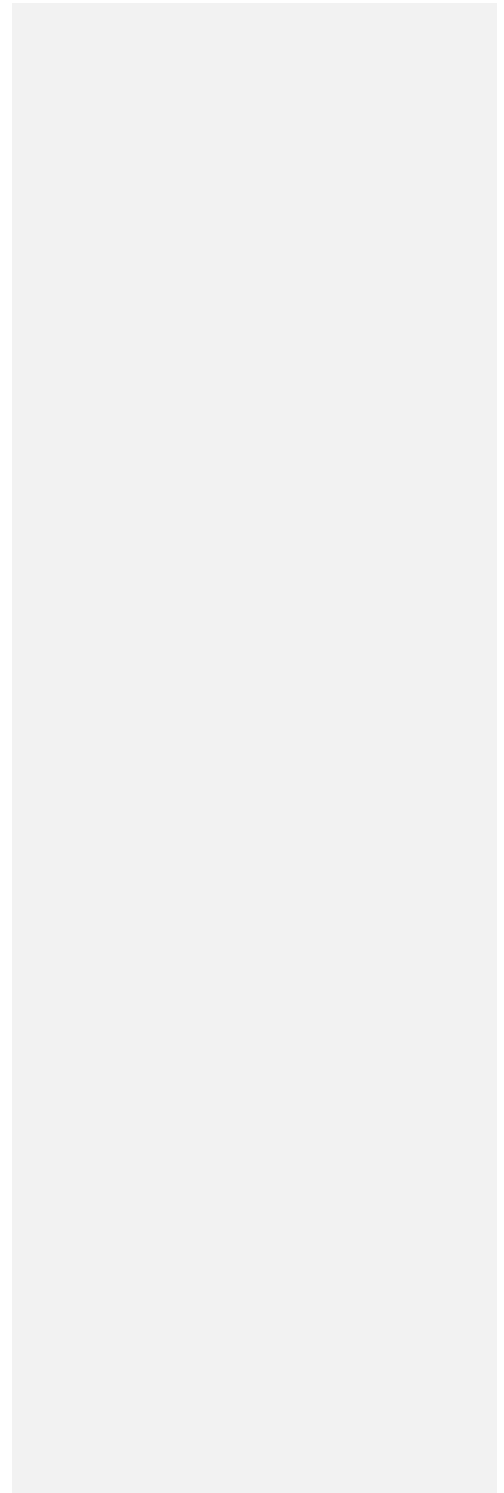
20. Filling of Board Member Vacancies for an Unexpired Term:

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select the top three (3) for on-site interviews; 3) Conduct on-site interviews; 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO
8/14/23	16.0	Significant edits during annual review to the following sections: <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's 	CGO

		Code of Conduct governance policy.	
2.12.24	17.0	Public Participation at Board Meetings amended	CGO





JACKSON COLLEGE BOARD OF TRUSTEES BY-LAWS

Title: By-Laws

Date Adopted: 11.11.94

Version: 17.0

Date Last Reviewed: 02.12.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

Summary:

Bylaws provides a legally binding foundational governance framework for Jackson College, delineating the rules, procedures, and guidelines that govern its operations and the conduct of its board of trustees. Their primary purpose is to ensure that the College operates with transparency, accountability, and in alignment with our mission and values. Bylaws typically cover a wide scope, including the composition and election of the Board of Trustees, roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, and conflict of interest policies. They also outline procedures for amendments, ensuring adaptability to evolving educational and regulatory landscapes. By providing clear guidelines, bylaws help maintain organizational integrity, promote effective governance, ensure compliance with legal and regulatory requirements, and are focused only on the highest level of governance issues.

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3. Duties of Officers:

- a. The Chairperson of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. He or she shall appoint all committees, as needed, unless otherwise directed by the Board.
- b. The Vice-Chairperson shall perform the duties of the Chairperson in the absence of the Chairperson. He/she shall perform other functions and duties as designated by the Board.

4. Removal of Officers

- a. Any officer of the Board may be removed for cause by resolution of a majority of the Board at a regular monthly meeting with the item appearing on the agenda for that meeting.

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- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the special meeting.
- d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Commented [KB1]: Phelan: Should the time be adjusted during winter months to avoid driving during inclement climates at night?

Commented [KB2R1]: Lake: What about a working lunch?

Commented [KB3]: Simpson: Was there another month to consider off?

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.

- e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under circumstances allowed by the Michigan Open Meetings Act.
 - f. **Place of Meetings:** Unless otherwise directed by the Board, all Board meetings will be held within the College service area of Jackson County.
 - g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
 - h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.
6. **Other Electronic or Remote Communications:**
Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions, or matters which could result in a Board decision.

This requirement applies at all times, including, by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. **Committees of the Board:**
The Board of Trustees may authorize committees as deemed necessary. Committees shall report recommendations to the Board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.

8. **Minutes of Proceedings:**

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be bound and kept in the Office of the CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote of the members of the Board. Less than a quorum may adjourn to a future Board meeting.

11. **Compensation and Expenses:**

No member of the Board of Trustees may receive any compensation for any services rendered to the College District. Expenses of Board Members shall be reimbursed in accordance with College policy.

12. **Transaction of Business:**

The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

13. **Order of Business:**

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

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Adoption of Minutes
- 3.0 Declaration of Conflict of Interest
- 4.0 Communications
- 5.0 Ownership Linkage

- 6.0 Items for Decision
- 7.0 Consent/Required Approvals Agenda
- 8.0 Monitoring CEO Performance
- 9.0 Monitoring Board Performance
- 10.0 Information Requested by the Board
- 11.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 12.0 Meeting Content Review
- 13.0 Adjourn

14. **Amendments:**

These by-laws may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board.

15. **Rules of Order:**

The latest edition of *Robert's Rules of Order*, and which sections pertain to "small board rules", shall govern the Board in its deliberations, except where it is inconsistent with these bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. **Public Participation at Board Meetings:**

Meetings of the Board of Trustees are meetings to conduct the business of the Board unto itself. These meetings shall be open for public attendance in accordance with the Michigan Open Meetings Act. Public communications to the Board of Trustees shall be exclusively addressed to the Board during the designated public comment section of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.

Persons who wish to present any matter of concern to the College must submit a written request using the speaker request form prior to the meeting. This request will be considered under the "Communications" section of the Board's agenda. In cases of emergency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chairperson will allot each speaker a maximum of five 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.

Public comments shall be received by the Board without individual commentary or engagement from Board members.

The Board Chairperson will inform speakers that their comments will be taken under advisement. This process ensures that public input is respected while maintaining the orderly conduct of Board meetings.

17. **Governance Methodology:**

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

18. **Indemnification**

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

19. **Continuity of Governance:**

To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

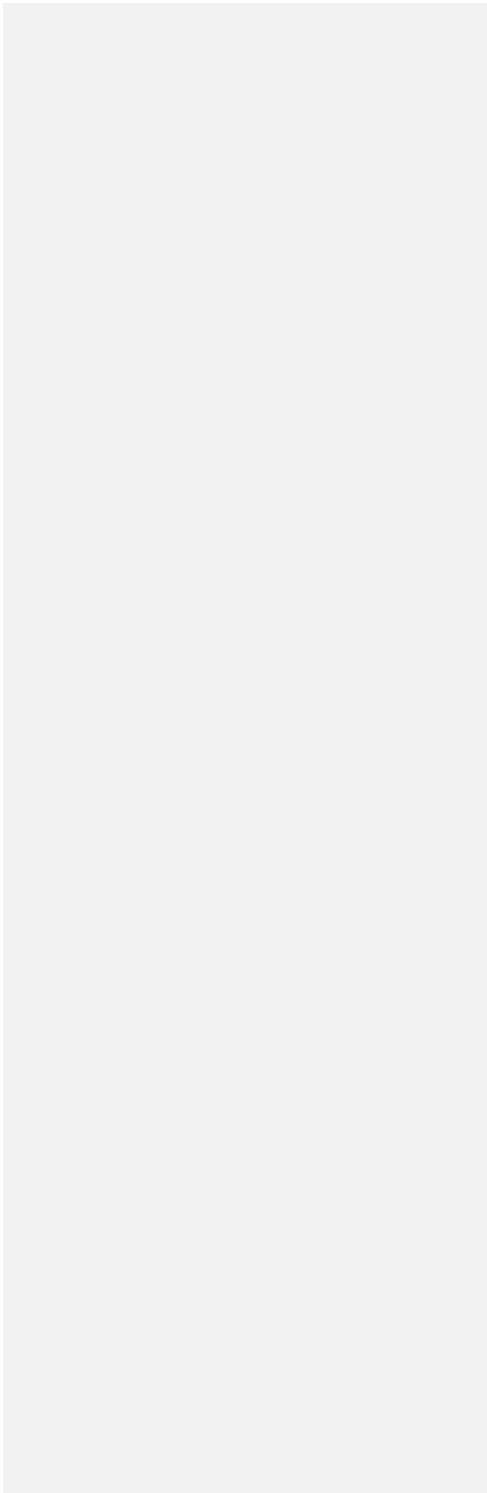
20. **Filling of Board Member Vacancies for an Unexpired Term:**

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select the top three (3) for on-site interviews; 3) Conduct on-site interviews; 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO

8/14/23	16.0	<p>Significant edits during annual review to the following sections:</p> <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO





BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.1 Governance Process 6.1.2 BCD-03 Delegation to the CEO – Policy Review*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-03 Delegation to the CEO</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review is policy BCD-03. Chairperson Crist, Trustee Lake, Trustee Simpson, and I do not have any recommended changes at this time.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy BCD-03 Delegation to the CEO.</p>
<p>Action Taken:</p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Delegation to the CEO

Policy Number: BCD-03

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 08.14.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

BOARD-CEO DELEGATION STATEMENT:

The Board will instruct the CEO through written policies which prescribe the organizational ENDS to be achieved, and describe organizational situations and actions to be avoided, (i.e., Executive Limitations), allowing the CEO to use any reasonable interpretation of these policies.

1. The Board will develop ENDS policies instructing the CEO to achieve specified results, for specified recipients at a specified worth.
 - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in ENDS, as they relate to means.
 - 1.1.1. Specifically, documents such as the College's Strategic Agenda and Organizational Budgets will not be considered ENDS, as they relate to operational means of achieving the ENDS.
2. The Board will develop Executive Limitations policies which limit the latitude the CEO may exercise in choosing the organizational means.
 - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the Board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.
 - 2.2. The Board will never prescribe organizational means delegated to the CEO.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the CEO uses any reasonable interpretation of the Board's ENDS and Executive Limitations policies, the CEO is authorized to establish all further organizational policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.

5. The Board may change its ENDS and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support any reasonable CEO interpretation of the policies. This does not prevent the Board from obtaining information from the CEO about the delegated areas, except for data protected by privacy legislation.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
08.14.23	2.0	Regular Review. Minor wordsmithing edit.	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.1 Governance Process 6.1.3 BCD-04 Monitoring CEO Performance – Policy Review*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
<p>Description:</p>
<p>Enclosed for its regularly scheduled review is policy BCD-04. Chairperson Crist, Trustee Lake, Trustee Simpson, and I have some recommended changes for the Board’s consideration.</p> <p>The enclosed version tracks the recommended changes, followed by a version that fully incorporates the recommended changes. Thank you to the members for their work on this.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration of policy BCD-04 Monitoring Board Performance.</p>
<p>Action Taken:</p>



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Monitoring CEO Performance

Policy Number: BCD-04

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 08.14.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

BOARD-CEO DELEGATION STATEMENT:

CEO job performance will be measured solely by systematic ~~and rigorous~~ monitoring of the CEO's job performance in comparison to the Board's required CEO job outputs: organizational accomplishment of the CEO's reasonable interpretation of ENDS policies and organizational operation within the boundaries of the CEO's reasonable interpretation of Executive Limitations policies.

1. The purpose of monitoring is to determine the degree to which Board policies are being fulfilled. Only information which achieves this purpose will be considered to be monitoring.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. Such an inspection requires notification of the CEO.
3. Regardless of the method of monitoring, the standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favored by Board members, the disinterested third party, or even the Board as a whole. Reasonable standard has often been used by courts for making a determination as to the constitutionality or lawfulness of legislation and regulations by those who practice them.

4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *ENDS* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. The performance of the College, as noted by CEO Monitoring Reports, is considered synonymous with the performance of the CEO. The Board's review and acceptance of the CEO Monitoring Reports each month constitutes a proportionate performance review of the CEO each month. A summative formal evaluation review of the CEO by the Board will may occur annually in August, based on the achievement of the Board's *ENDS* policies and non-violation of its *Executive Limitations* policies. This formal summary evaluation review will would be conducted by cumulating the regular monitoring data provided during the year and the Board's recorded acceptance or non-acceptance of the reports, and reports and identifying performance trends evidenced by that data.

MONITORING SCHEDULE				
Number	Policy	Method	Frequency	Date
EN-01 (#1-3)	Board's ENDS Board's <i>ENDS</i>	Internal Report	Annually	August
EN-01 (#4)	Board's <i>ENDS</i>	<u>Internal Report</u>	<u>Annually</u>	<u>September</u>
EN-01 (#5)	Board's <i>ENDS</i>	<u>Internal Report</u>	<u>Annually</u>	<u>October</u>
EL-00	Global Executive Constraint	Internal Report	Annually	August
EL-01	Treatment of Students	Internal Report	Annually	October
EL-02	Treatment of Staff	Internal Report	Annually	October
EL-03	Planning	Internal Report	Annually	June
EL-04	Financial Conditions & Activities	Internal Report	Annually	November
EL-05	Asset Protection	Internal Report	Annually	May
EL-06	Investments	Internal Report	Annually	May
EL-07	Compensation and Benefits	Internal Report	Annually	January
EL-08	Communication & Support to the Board	Internal Report	Annually	November
EL-09	Organizational Culture	Internal Report	Annually	January
EL-10	Access to Education	Internal Report	Annually	February
EL-11	Entrepreneurial Activity	Internal Report	Annually	March
EL-12	Land Use	Internal Report	Annually	April

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.8.22	1.0	Regular Review – Approved	CEO
8.14.23	2.0	Regular Review – Edits to the “Direct Board Inspection” section and the monitoring schedule.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Monitoring CEO Performance

Policy Number: BCD-04

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 08.14.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

BOARD-CEO DELEGATION STATEMENT:

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 - 2.2. External report: Discovery of compliance information by an external, disinterested third party, who has appropriate qualifications and a suitable level of independence from management, and who is selected by and reports directly to the Board. The CEO should be notified of this activity.
 - 2.3. Direct Board Inspection: Discovery of compliance information as directed by Board action. Such an inspection requires notification of the CEO.
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EL-00	Global Executive Constraint	Internal Report	Annually	August
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EL-05	Asset Protection	Internal Report	Annually	May
EL-06	Investments	Internal Report	Annually	May
EL-07	Compensation and Benefits	Internal Report	Annually	January
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EL-10	Access to Education	Internal Report	Annually	February
EL-11	Entrepreneurial Activity	Internal Report	Annually	March
EL-12	Land Use	Internal Report	Annually	April

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.8.22	1.0	Regular Review – Approved	CEO
8.14.23	2.0	Regular Review – Edits to the “Direct Board Inspection” section and the monitoring schedule.	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.2 Decision on Millage Request*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Executive Summary:</p>
<p>Attached for your consideration, please find a resolution proposing to restore the millage rate for Jackson College to its original charter. This proposal is for the restoration, as provided by the Headlee Amendment, of Jackson College’s millage rate, to its original 1964 level. The planned use of the restored income is for workforce development and training. As is historical practice, this language was reviewed by the Thrun Law Firm.</p> <p>I recommend that this item be placed on the ballot for the November election; NOTE: the deadline to file a proposal is August 13th by 4:00P. This decision must be made at this meeting.</p>
<p>Resource Impact:</p>
<p>None – this is a general election in November</p>
<p>Requested Board Action:</p>
<p>Consider the proposal to restore the millage rate for Jackson College.</p>
<p>Action Taken:</p>
<p> </p>

Jackson College, Michigan (the “College”)

A regular meeting of the board of trustees of the College (the “Board”) was held in the Boardroom of the George Potter Center, within the boundaries of the College district, on the 12th day of August, 2024, at 6:30 o’clock in the p.m. (the “Meeting”).

The Meeting was called to order by John M. Crist, Chairperson.

Present: Trustees John M. Crist, Matthew R. Heins, Philip E. Hoffman, Donna L. Lake, Sheila A. Patterson, Christopher A. Simpson, Teshna Thomas

Absent: Trustees None

The following preamble and resolution were offered by Trustee John M. Crist and supported by Trustee _____:

WHEREAS:

1. Pursuant to the Michigan Election Law, the College’s regular college election shall be held on the first Tuesday after the first Monday in November of even years.
2. It is necessary to conduct the College’s regular election on Tuesday, November 5, 2024, to fill one or more Board positions.
3. On or before 4:00 p.m. on Tuesday, August 13, 2024, the Board shall certify any ballot proposition to be submitted to the voters at such election to the election coordinator or coordinators designated to conduct elections within the College (the “Election Coordinator”).

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The regular college election of the electors of the College be called and held on Tuesday, November 5, 2024.
2. The proposition to be voted on at the regular college election shall be stated on the ballots in substantially the form as set forth in Exhibit A.
3. The Election Coordinator is requested to:
 - a. Utilize Jackson Citizen Patriot, a newspaper published or of general circulation within the College, for publication of notices in accordance with the election law requirements.
 - b. Utilize ballot proposition summary information, as prepared by legal counsel, in the forms of the notices of last day of registration and election in substantially the form as set forth in Exhibit B attached hereto.
 - c. Provide a proof copy of the ballot to the College and its legal counsel in sufficient time to allow the ballot to be proofread prior to printing.



4. The Secretary of this Board is hereby authorized and directed to file a copy of this resolution with the Election Coordinator and with any Election Clerk or clerks designated to conduct elections within the College by 4:00 p.m., on Tuesday, August 13, 2024.

5. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

Chairperson, Board of Trustees

The undersigned duly qualified and acting Secretary of the Board of Trustees of Jackson College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the Open Meetings Act (Act 267, Public Acts of Michigan, 1976, as amended).

Chairperson, Board of Trustees

CJI/sew



EXHIBIT A

**JACKSON COLLEGE
MILLAGE PROPOSAL**

This proposal will allow the college to restore its originally authorized charter millage rate of 1.33 mills on all property, with the revenue of this proposal to be used for enhancing job training, job placement and professional trades education programs.

Shall the limitation on the amount of taxes which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mill (\$0.1973 per \$1,000 of taxable valuation) for a period of 10 years, from 2025 to 2034, inclusive, to provide funds for enhancing job training, job placement, and professional trades education programs; if this millage is approved and levied in full in 2025, it is estimated to raise approximately \$1,200,000 (this millage is to restore millage lost as a result of the reductions required by the Michigan Constitution of 1963)?



EXHIBIT B

**SUMMARY OF BALLOT PROPOSITION TO BE INSERTED IN THE
NOTICES OF LAST DAY OF REGISTRATION AND ELECTION:**

JACKSON COLLEGE
MILLAGE PROPOSAL
0.1973 MILL FOR 10 YEARS TO RESTORE HEADLEE REDUCTION

Full text of the ballot proposition may be obtained at the administrative offices of Jackson College, 2111 Emmons Road, Jackson, Michigan 49201-8335, telephone: (517) 787-0800.





BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision</p> <p>6.3 Consideration of Regular Board Meeting Dates 11/24-11/25*</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Executive Summary:</p>
<ol style="list-style-type: none"> 1. Considering that 11.11.24 is Veteran’s Day, might the Board want to move the November 2024 Regular Board Meeting to 11.4.24 or 11.18.24? 2. <u>Proposed 2025 Regular Board Meeting Dates (related holidays noted):</u> <ul style="list-style-type: none"> • January 13, 2025 • February 10, 2025 (unless attending the 2025 Community College National Legislative Summit - February 9 - 12, 2025, in which case this could be moved to February 17, 2025) • March 10, 2025 • April 14, 2025 (Easter is 4.20.25) • May 12, 2025 • June 9, 2025 • August 11, 2025 • September 8, 2025 (Labor Day is 9.1.25) • October 13, 2025 • November 10, 2025 (11.11 is Veteran’s Day, so would the Board want to perpetually move the November Regular Board Meeting to the week before or after?)
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consider the proposed schedule for Regular Board Meeting dates 11/24-11/25.</p>
<p>Action Taken:</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference:
<i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
8.0 Monitoring CEO Performance 8.1 EL-00 General Executive Limitations – Evidence Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-00 General Executive Limitations
Description:
Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-00 General Executive Limitations. 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.
Resource Impact:
None
Requested Board Action:
Board assessment of the report for Policy EL-00 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 00 General Executive Limitations

Report Date: 08.12.24

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-00: “General Executive Limitations”. 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".

08.12.24

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

Date

POLICY STATEMENT:

The CEO shall not cause or allow any practice, activity, decision, or organizational circumstance which is unlawful.

INTERPRETATION:

I have interpreted the practices, activities, decisions, and organizational circumstances that appear in the Board’s Executive Limitations EL-01 through EL-12 policies, are unlawful and must be avoided. Compliance with those policies, in addition to the items outlined below, will constitute full compliance with EL-00.

The legal context in which the College operates is complex and ever-changing. As such, there may be occasions wherein there is an inadvertent and/or unexpected violation of the law due to the addition of new case law, nuanced interpretations of the law, the increasing litigiousness of society, as well as the potential for inconsistent interpretations of case situations by the courts, judges, and juries. Therefore, Jackson College, potentially could be found noncompliant with law, through no fault of, or intentional action of the Board, the CEO, or College employees.

Beyond this, compliance will be demonstrated when:

- a) Independent legal review of relevant College operations confirms that there has been no intentional violation of relevant laws as they pertain to policies EL-01 through EL-12
- b) There are no material findings discovered in the various auditor's reports.

This is reasonable because it assures that there is objective, third-party review by those with technical and/or legal expertise or knowledge.

EVIDENCE:

- a) The College's Legal Counsel affirmed on 08.05.24 that there are no known intentional violations of known and applicable federal, state, and local laws by the Board, CEO or College employees. Further, the Chief Operating Officer of the College on 07.15.24 confirmed that there have been no material deviations from the faculty or staff union bargained agreements.

Finally, the Chief Strategy and Institutional Research Officer confirmed on 07.12.24 that students in need of academic support have a significant breadth of resources and services available to them, consistent with those within the higher education ecosystem, and deemed reasonable to provide for their success.

- b) A review of the annual single audit report, which had been presented to the Board of Trustees on 11.13.23, confirmed that that there were no overdue or inaccurate filings of taxes, government ordered payments, or improper investment practices.

Based upon the afore-mentioned evidence, I am reporting full compliance with this policy.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Monitoring CEO Performance 8.2 EN-01 Board’s ENDS (#1-3) – Evidence Review*</p> <p><u>BOARD POLICY:</u> ENDS: EN-01 Board’s ENDS (#1-3)</p>
<p>Description:</p>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EN-01 Board's ENDS (#1-3).</p> <p>You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations.</p> <p>I will respond to any questions you have about the report.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Board assessment of the report for Policy EN-01 Board’s ENDS (#1-3) for evidence of full compliance with a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

Monitoring Report: EN – 01 Board’s ENDS (#1-3)

Report Date: 08.12.24

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 ENDS Policy EN-01: “Board’s ENDS (#1-3)”. 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.

08.12.24

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

Date

POLICY STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County’s vitality at a cost that demonstrates wise and sustainable stewardship of resources.

INTERPRETATION:

I have interpreted “...learning opportunities that prepare learners to be successful global citizens and contribute to Jackson County’s vitality...” in the lower policy levels below. Achievement of these, together with the following items will constitute achievement of the Board’s ENDS policies.

I am interpreting wise and sustainable stewardship of resources to be the continuing low cost of quality education in comparison to both public and private four-year institutions.

Compliance will be demonstrated when:

- a) Cost of achieving a four-year degree, offset by two years of Jackson College experience, is less than achieving same/similar degree at the four-year State or private institution.

This is reasonable because community colleges are established by the State. According to the State of Michigan Constitution of 1963, Public Acts 193 and 287 of 1964, and Public Act 331 of 1966, and the State Fiscal Agency of Michigan, “The singular purpose of these [sic] colleges was to provide the first two years of a baccalaureate program. Further, “...the comprehensive community college was founded upon three basic elements: 1) equitable access to educational services for all persons in the community; 2) the removal of geographic and economic barriers that prohibit persons from benefiting from the service; and 3) the reasonable opportunity for the individual to discover and develop his or her talents at low cost.” Considerations of total cost of attendance addresses the State’s expectations, as well as this ENDS provision.

EVIDENCE:

Jackson College Tuition Comparison 2023-2024 Academic Year						
4-Year Institution Name	4-Year Institution Tuition	Jackson College In-County Tuition	Total Tuition Savings	4-Year Institution Tuition	Jackson College Out-of-County Tuition	Total Tuition Savings
Albion College	\$55,746	\$7,040	\$48,706	\$55,746	\$7,755	\$47,991
Adrian College	\$40,556	\$7,040	\$33,516	\$40,556	\$7,755	\$32,801
Spring Arbor University	\$32,580	\$7,040	\$25,540	\$32,580	\$7,755	\$24,825
Hillsdale College	\$32,092	\$7,040	\$25,052	\$32,092	\$7,755	\$24,337
Siena Heights University	\$29,778	\$7,040	\$22,738	\$29,778	\$7,755	\$22,023
University of Michigan	\$17,228	\$7,040	\$10,188	\$17,228	\$7,755	\$9,473
Michigan State University	\$15,988	\$7,040	\$8,948	\$15,988	\$7,755	\$8,233
Eastern Michigan University	\$15,510	\$7,040	\$8,470	\$15,510	\$7,755	\$7,755
Ferris State University	\$14,010	\$7,040	\$6,970	\$14,010	\$7,755	\$6,255
Grand Valley State University	\$14,628	\$7,040	\$7,588	\$14,628	\$7,755	\$6,873
Western Michigan University	\$15,298	\$7,040	\$8,258	\$15,298	\$7,755	\$7,543
Central Michigan University	\$14,190	\$7,040	\$7,150	\$14,190	\$7,755	\$6,435
Baker College - Jackson	\$12,810	\$7,040	\$5,770	\$12,810	\$7,755	\$5,055
Wayne State University	\$14,297	\$7,040	\$7,257	\$14,297	\$7,755	\$6,542

*Source: College Navigator/NCES National Center for Education Statistics
Fulltime first time students entering postsecondary education*

The above shows a tuition comparison snapshot for the FY '24 academic year, comparing Jackson College tuition with four-year public and private institutions within the State of

Michigan. Ranking four-year institutions by most to least costly shows annual tuition cost savings for a learner choosing to attend Jackson College, not to mention other costs savings attributed to in-district students who would continue to live at home. NOTE: Savings are even higher for those recent high school graduates in '23 and '24. The table above represents Jackson College tuition rates for both in-county and out-of-county residents.

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.

INTERPRETATION:

I have interpreted this statement to mean that Jackson College should have considerable operational and programmatic differences from other community colleges, as measured by the number of unique (i.e., offered by fewer than 25% of Michigan Community Colleges) operational and programmatic differences to other MCCA Colleges. I further interpret that a principal element of the College's programming should be leveraged to support local workforce and economic development, as measured by the number of programs provided, contract training opportunities provided, the total number of persons trained, as well as other related activities and contributions.

This is reasonable because: Workforce and economic development are both historical and distinctive roles of community colleges. The demonstration of the level of the College's involvement in these activities, and providing the same for citizens, as found among peer institutions, is achieved by documenting program offerings and enrollments provided, as well as other contributions to the economic health of the region.

EVIDENCE:

The Director of Jackson College's Corporate and Continuing Education (CCE department) verified on 08.01.24 the following as examples of evidence that address this policy statement:

- a) CCE is worked diligently with our local workforce and economic development agencies in a variety of different ways. Recently, the College partnered with Henry Ford Jackson (HFJ), Michigan Works Southeast, Martin Luther King Center, College and Career Access Center, the Jackson Chamber, and the Jackson Enterprise Group, to host a two-day hiring event to support Henry Ford Jackson's recruitment and training needs. Over 100 job seekers attended the event over the two-day timeframe. HFJ extended over 60 offers of employment for various positions of which 15 were Nurse Assistants. Additionally, 16 individuals were enrolled into a training bootcamp at Jackson College where 10 completed, 2 of which were funded by MI Achievement Fund. Additionally, all students have asked to move forward in the credit program and that transition is underway.
- b) The College has provided customized training to companies like Technique Inc., Guangzhou Meiyu Edu Group, MISA Specialty Group, Henry Ford Jackson, and Advanced Turning. Training includes classes such as: Nurse

Assistant Training, Intro to Manufacturing, Leadership Training, Basic Programmable Controllers, Basic Electricity, Fluid Systems, Intro to Computer Systems and Introduction to Digital Electronics, Blueprint Reading and Precision Measurement, Basic Blueprint Reading, and Yellow Belt Six Sigma. Through these trainings, 548 students received certificates of completion.

- c) Jackson College solidified a significant relationship with local workforce and economic developers to continue supports with Manufacturing Day planning through the Jackson Talent Consortium, for local employers, job seekers and K-12 Education. It is likely that all 13 school districts will participate in the new academic year, providing opportunities for 11th and 12th graders to attend a local Manufacturing Trade Show on September 25th -27th at the American 1 Event Center. There will also be Pitch competitions, job opportunities and guest speakers.
- d) CCE has also partnered with Lenawee Now, Economic Development Agency in Lenawee and Jackson County to offer MNJTP snapshots in all Attraction packages they provide perspective companies looking to move into the area. Jackson College has also established a referral process for new and established company contacts interested in further training and recruitment.
- e) CCE and MWSE are also looking to collaborate to support local businesses through the Going PRO Talent Fund Grant using both independent and Industry-Led Collaborative grant applications to offer further Jackson College training and opportunities. CCE and MWSE have combined efforts to pre-approve the Leading Edge Series Curriculum for any eligible employer seeking an incumbent worker grant to train their current workforce.
- f) Jackson College has several unique operational and programmatic differences within the state of Michigan. An evaluation of community college offerings throughout Michigan shows that less than 25% offer programming for Astronomy via an Astronomical Observatory, JPEC, as well as the sheer number of athletics that Jackson College offers, which exceeds all other MCCA colleges.
- g) As President, I continue to serve on the Enterprise Group Board of Directors to ensure that Jackson College remains at the forefront of meeting regional workforce and job training needs.

1.1 Learners complete degrees and obtain industry recognized credentials of value in the workplace.

INTERPRETATION:

I have interpreted "...learners complete degrees and obtain industry recognized credentials of value in the workplace." in 1.1. Achievement of this together with the following will demonstrate achievement of this ENDS statement:

- a) The percentage of learners who successfully complete certifications and degrees in a 2-year period, year over year; and

- b) Three-, four-, five-, and six-year success ratings of learners who complete certifications and degrees, year over year; and
- c) The relative standing of Jackson College among other Michigan Community Colleges incorporating IPEDS and State data.

This is reasonable because it shows how quickly learners are able to complete a credential from Jackson College, or transfer to a four-year university, as well as the percentage that are able to complete the program in the intended two years which helps them realize the benefit of lower cost of education in a community college. The use of IPEDS and State data for progress determinations are a federal and state standard of productivity.

EVIDENCE:

- a) The Chief Strategy Officer, on 07.30.24 affirmed the chart below, which shows the College’s past four cohorts of incoming learners and their 2-year success rating. The College is observing a decline in the number of incoming learners and saw a drop in 2-year success rate in 2019-2020, as well as a positive rebound in 2-year success in FY '21. Success has since remained steady. Source: <https://www.mischooldata.org/success-rates-report/>.

Sector Entry Year	Adjusted State Cohort	2- Year Success Rate
2017-18	1,884	17.8%
2018-19	1,540	17.8%
2019-20	1,853	14.2%
2020-21	1,624	17.0%
2021-22	1,623	16.7%

- b)

Sector Entry Year	Adjusted 3 - Year State Cohort	3 – Year Success Data	Adjusted 4 – Year State Cohort	4 – Year Success Data
2017-18	1,662	26.1%	1710	32.5%
2018-19	1,635	30.8%	1,640	39.4%
2019-20	1,838	28.7%	1,803	35.6%
2020-21	1,572	29.2%		

1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.

INTERPRETATION:

I have interpreted this to require the following:

- a) Graduates should have employment with a compensation level that is above 150% of the most recent Federal Poverty Guidelines for a family of four.
- b) All career related credentials are submitted to the U.S. Department of Education and are evaluated for qualification according to Gainful Employment Standards
- c) Graduates of Jackson College certificate and degree programs should be placed in a related job not more than 6 months after their certification completion.

This is reasonable because employment after graduation is a reasonable expectation of learners after investing in their education. Furthermore, Federal Gainful Employment standards are universally applied to all higher education institutions and also require a reasonable income over education/training cost standard.

EVIDENCE:

The Chief of Strategy at the College confirmed on 07.30.24 that, in a survey of alumni with a response rate of 20%, 90% of alumni who responded stated that they are satisfied or very satisfied with their quality of instruction from Jackson College.

Question	# of Respondents	% Satisfied	% Very Satisfied
Quality of Instruction	175	55%	35%
Relevance of Instruction to Current Job	172	29%	23%

A survey of alumni after-the-fact is a reasonable measure and validates the market demand and wage-earning potential. The return rate of 20% is reasonable because historically, community colleges have lower response rates to these surveys. A return rate of 20% represents a reasonable standard for the Institutional Research and Effectiveness office.

1.1.2 Ongoing regional labor force and employment needs are identified and supported.

INTERPRETATION:

I interpret this statement to require that the College not only regularly assess workforce needs of the tri-county area in terms of aggregate need and type of education needed through surveys, interviews, and on-site visits; but also develop the instructional planning to reasonably provide the training and instructional programming necessary to satiate this regional need.

This is reasonable because utilizing a survey methodology or through interviews conducted with vocational-technical advisory groups is a process that is required of all Federal Carl-Perkins grants for professional trades programs for obtaining information for program viability and sustainability. These same vehicles can be used to determine future programmatic needs as well.

EVIDENCE:

The Director of the College's Corporate and Continuing Education department confirmed the following on 08.01.24:

- a) The Corporate and Continuing Education department confirmed that by July 2024 it had exceeded their annual goal of interviewing and touring 30 employers in the Tri-County Region to gather employer needs for both recruiting and upskilling their current workforce. They conducted 46 internship site visits to increase site participation and offer more internship opportunities to students resulting in employer feedback for more examples of competencies needed for students during their internship and what that would equate to in tasks provided by employers.
- b) Jackson College's Industry Partners identified through a survey, that "soft-skills" are the principle lacking component in Jackson College's programs. Specifically identified elements were a basic understanding of business (in all program areas), how to conduct themselves in professional environments, time management and time scheduling, and how to communicate effectively with managers. Through specialized training, the College is incorporating soft skills into the key curriculum and hiring events to allow learners to be more employable. Examples include: Technique and Henry Ford Jackson. Through the Jackson College Employability PACT, CCE now has 19 students that have completed the PACT certification during the Fall 2023 semester and 3 students set to receive PACT certification (so far) during the Summer 2024 semester. This is 22 total students that have, or will receive, the Signed Letter of Recommendation as proof that they have undergone these soft skills and are now

employable.

- c) Jackson College will continue to work with workforce partners, specifically managers and human resource personnel, to identify specific skills and competencies that need to be incorporated into the curriculum.
- d) Also identified by employers is the need for stackable programs embedding industry-recognized credentials. Employers identified communication, critical thinking, professionalism, and teamwork as critical for successful employment in the community.
- e) Also identified in the last CCE advisory council meeting: Employees need training on software systems and updates such as Outlook, Excel, AI and TEAMS, Zoom. Some of this training can be customized to the employer's needs through the Leading Edge Series Curriculum that we have developed.

1.2 Employers have properly qualified people available to meet their needs.

INTERPRETATION:

I have interpreted this statement to require regular assessment of employers to determine if the learners trained at Jackson College, and employed by their firms, meet their expectations of instructional preparation.

This is reasonable because surveying of the employing community would provide the best evidence of the quality of education provided and its alignment with employer needs.

EVIDENCE:

- a) The Chief Academic and Learner Service Officer confirmed on 02.22.23 (02.20.24 supported with email communication) the renewal of Perkins funding for all State- approved CTE programs, which included the conducting of advisory committees. It was further confirmed that all committee membership and meeting minutes were collected and retained, and that membership included representation from a variety of stakeholders including business, industry and healthcare, as well as program graduates and current learners, including special populations.
- b) Information provided by advisory committees, regarding current and emerging employer needs, was validated by the Comprehensive Local Needs Assessment, a Perkins V required bi-annual survey of the local labor market and Jackson College's alignment with local in-demand industry sectors or occupations. Further evaluative feedback was provided through PROE (Program Review of Occupational Education) surveys to current learners, faculty and advisory committee members and program- and course-specific surveys such as Clinical Site Evaluations.
- c) In June 2020, Jackson College implemented PathwayU, (i.e., a new online

career assessment and guidance system). Jackson College has been able to utilize PathwayU to help CTE learners identify which degree and or type of career and internship to pursue. Since its implementation, PathwayU has assisted 3,420 learners in identifying careers/internships that will bring purpose and to narrow down positions of interest. Learners are then directed to College Career Network (CCN) to find careers aligning with their purpose. Over 300 local employers have active accounts through CCN and actively post and hire Jackson College Learners.

- d) The Work-Based Learning Coordinator also provides services through the College's *Employment Hub*, offering learners assistance with internship questions, career-related workshops, resume writing and tips, cover letter assistance, mock interviews, etc. In addition to services through the *Employment Hub*, the College also offers employers Employer Spotlights where they can communicate their employment opportunities to learners and offer on-the-spot interviewing.
- e) The College's roster of programs are designed to equip students with the critical skills that are in high demand by employers. This includes technical proficiency, problem-solving capabilities, and adaptability to new technologies and methodologies. To ensure that our graduates are job-ready, CCE has implemented rigorous skill performance assessments that measure not only theoretical knowledge but also practical application. These assessments are continually updated based on feedback from our industry partners, ensuring that our curriculum remains relevant and responsive to the evolving needs of the workforce.
- f) The College recognizes that many individuals arrive with valuable skills and knowledge acquired through previous work experience, military service, or other educational programs. To acknowledge and build on these experiences, the College has expanded Credit for Prior Learning (CPL) initiatives. This allows students to earn academic credit for demonstrated competencies, reducing the time and cost required to complete their programs. By streamlining the pathway to credentialing, the College is enabling a more agile and responsive workforce pipeline.

1.3 Employers have avenues for employee training.

INTERPRETATION:

I have interpreted this statement to be satisfied when the College's Department of Corporate and Continuing Education (CCE) and Allied Health and Advanced Manufacturing faculty work with area employers to assess and identify current industry-recognized credentials (IRC) that are in-demand and lead to sustainable wages. Additionally, further vetting of identified programs would be reviewed by Michigan Works! Southeast (MWSE) to align access to Workforce Investment and Opportunity Act (WIOA) funding and wrap-around supportive services.

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers credit and noncredit opportunities, in person and remotely, through Corporate & Continuing Education (CCE) based on employers' requests/needs for industry- recognized credentials; and
- b) The College facilitates funding for the employee training, largely through the Michigan New Jobs Training Program.

This is reasonable because it provides employers with the types of training that they need to gain in demand credentials at times and modalities to meet their individual needs.

EVIDENCE:

- a) As affirmed by the Director of CCE on 08.01.24, the College has, since 10.28.22, through the Michigan New Jobs Training Program (MNJTP), assisted in providing no-cost training resources for eligible employers, including customized training, apprenticeship training, company specific curriculum development, and purchase of industry-specific training equipment. Currently, CCE manages 16 active agreements, with a combined total of over \$3.9 Million to train 438 eligible positions. As of 06.30.24, over 100 of these positions have received training. To date, Jackson College has held 38 MNJTP agreements, providing training for over 810 positions. Other funding sources made available to employers for training includes Going PRO, OJT, IWT, and WIOA, Short term reconnect and Mi Achievement Scholarships.
- b) In April & May of 2024 and August of 2023 CCE worked with Technique and Henry Ford Jackson to incorporate Jackson College courses. New employees of technique will be trained in either a Welding, Prototype or CAD TechniqueU track. Additionally, learners will be trained in a Nurse Assistant two-week program for Henry Ford Jackson. These trainings are funded through MNJTP and MiLeap and participants may later receive credit towards the Patient Care or Welding certificates. CCE has enrolled 32 TechniqueU learners and 11 Henry Ford Jackson learners into JC courses.
- c) On 08.06.24 it was reviewed and confirmed by the Director of Workforce Development that CCE maintains an active catalog of course offerings, available through a variety of delivery methods. CCE collaborates with Ed2G0 to offer over 700 online 6-week courses or professional certification trainings. CCE cross-list an average of 10 credit courses each semester based on employer request. Additionally, seminars, workshops, open enrolment, summer youth camps and bootcamp trainings were scheduled regularly, including, but not limited to: EMT-Basic, Nurse Assistant, Teacher SCECHs, Robotics, Production Technician, Medical Assistant, Patient Care Tech, Medical Office Support, Coder Biller and AutoCAD.
- d) IRC certification programs were identified to incorporate into degree certificates.

The intentional design of these programs incorporated WIOA program eligibility of being able to be completed in 12-months or less and concluding with an industry- recognized credential, while also being Federal Financial Aid eligible as a 16-credit or more credit certificate program. This collaboration promoted real-time understanding of workforce gaps based on industry demand and regional employer feedback.

- e) CCE has also partnered with Trainco to offer CDL Class A training. 4 students have completed their CDL training and received their license.
- f) Since April 2023, CCE has sent a total of 16 Monthly Newsletters and has grown our recipient list from 0 to 131 as of 07.01.24. The newsletter is also sent through the Jackson and Lenawee Chambers e-blasts and web banners.
- g) 81 total students have earned Internship credit in the last 3 semesters starting 08.08.23 and ending 08.12.24 through 8 different programs; Business, Cyber Security, Graphic Design, Networking Specialist, Agriculture, Software Engineering, Entrepreneurship and Accounting.
- h) Apprenticeships we have passed our first USDOL audit and are officially Intermediary Active Status. We have one Company Partner, Kapnick Insurance Group, with now 3 active Apprentices. The first apprentice is scheduled to graduate in May of 2025. CCE also has discussed apprenticeship opportunities with over 60 students at Northwest High School in May 2024.
- i) Solidified an Articulation Agreement with Advanced Turning for 10 JC credits toward the Production Tech Certificate and a total of 18 Advanced Turning Students have received credit.

1.4 The region has enhanced capacity for entrepreneurial innovation.

INTERPRETATION:

I am interpreting “...enhanced capacity for entrepreneurial innovation” as business owners and potential business developers in the region have opportunities to acquire the necessary theory, practices and applications for starting and sustaining a business.

Compliance will be demonstrated when:

- a) The College offers credit and non-credit small business development and entrepreneurship courses and workshops, in various formats and lengths.
- b) Learning outcomes for business program curricula include the learner demonstrating fundamental knowledge in core functional small business and entrepreneurship areas.
- c) Small business learners participating in the rigorous business curriculum who participate in Learner Feedback Surveys will be asked to identify that the

program of instruction and the instructors are doing well in preparing learners for the entrepreneurial workforce environment.

- d) Response options for Learner Feedback Surveys for the courses would reflect a high level of satisfaction with the courses taken.
- e) All CCE course completers survey data would verify that participants valued the courses offered and intend to enroll in additional courses to expand their skills.

This is reasonable because individuals are more likely be successful in starting their own businesses if they are equipped with basic entrepreneurial foundational tools.

EVIDENCE:

The CCE Director, on 08.01.24 confirmed the following:

- a) Jackson College promotional literature and webpage demonstrates the offering of both credit and non-credit programming to encourage and support regional entrepreneurial efforts.
- b) Business learners obtain the necessary skills needed to sustain a business within the business program curricula. These skills include: current marketing strategies including AI applications in business social innovation, understanding the different entrepreneurial marketing strategies, encouraging and incentivizing entrepreneurship, demonstrating an understanding of business accounting principles, budgeting, communicating the different managerial styles in the entrepreneurial field of work, and differentiating the various business legal systems and business implementation.
- c) Outcomes from credit learner surveys (conducted for every class) were used to understand how well the program and instructors were preparing learners for the entrepreneurial workforce. Learners responded positively regarding both their program and instructors. Approximately 89% of learners felt that their instructor was genuinely concerned with their progress in their courses and 90% of the learners felt their instructor communicated a clear understanding of the subject matter.
- d) The credit learners that participated in the survey were asked recommendations regarding the course material and learning content, and 91% indicated "They would recommend this course to another learner."
- e) CCE course completers expressed a need to develop new skills, improve existing skills and wanting to advance in their career.

The College's *Employment Hub* serves as the primary resource for learners seeking guidance and support in their career development and job search endeavors. The Employment Hub offers a range of services to entrepreneurship learners, including:

- a) Workshops regarding internship preparedness, job search tips, cover letter and resume assistance, and soft skills.
- b) Entrepreneurship learners have access to one-on-one appointments with the Work-Based Learning and Career Services Coordinator to discuss any career or Internship questions they may have. The WBL and Career Services Coordinator may recommend that they speak with the Small Business Development Center (SBDC).
- c) Learners are made aware of and invited to any and all networking and career events via marketing communications that the *Employment Hub* operates.
- d) Canvas Course material is continuously made available to learners who are interested in learning more about available jobs and or Internship/Volunteer Opportunities

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.

2.1. Current and prospective learners have accurate information about transfer agreements and opportunities.

INTERPRETATION:

I interpret this item to mean that all transfer-related materials should be current to ensure learners have access to accurate transfer information to assist them with making informed educational decisions.

I further interpret this to mean that all articulation agreements and transfer-related materials, specific to program areas, are reviewed and approved by the appropriate academic department, dean, faculty, and Registrar before publishing to the academic catalog and website.

Achievement of this ENDS statement will be demonstrated when:

- a) Transfer Liaison confirms the accuracy of information that is published on the website; and
- b) Transfer Liaison confirms that all transfer information is evaluated by academic department, academic dean, registrar prior to publishing in catalogue and on web.

This is reasonable because the Transfer Liaison is responsible for all transfer relationships and agreements with universities and the Academic Department, the Academic Dean, and the Registrar have most current information on instructional programs.

EVIDENCE:

The Chief Strategy Officer, through an internal review in August 2024, verified that all

of baccalaureate transfer programs aligned with requisites specified in the transfer agreements. More particularly, College Articulation agreements confirm that all transfer academic programs are aligned with four-year baccalaureate programs. Jackson College currently has 100 agreements with 14 different baccalaureate granting institutions.

This is a reasonable measure because articulation agreements spell out the required qualifications and skills. All programs need to be aligned to be classified as a transfer program.

- a) As of 08.01.24, the Registrar at Jackson College confirmed that all transfer information on the transfer web page and Jackson College website about transfer-related materials and articulations agreements are correct and up to date for the current academic year.
- b) On 08.01.24, the Registrar confirmed that all transfer information requiring review was evaluated by Academic Department, the Academic Dean, and the Registrar.

3. Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.

3.1. Educational opportunities exist for those that might not otherwise have them.

INTERPRETATION:

I interpret this to mean that the "...learners that might not otherwise have educational opportunities..." are defined as first generation, learners of diverse background, PELL-eligible learners.

Achievement of this ENDS statement will be demonstrated when:

- a) College tuition is lower than comparable four-year private or state Colleges;
- b) Financial aid that lowers price and create additional resources for success is available to any eligible learner;
- c) Learners have access to multiple modalities of delivery, (i.e., online, face to face, hybrid, that fits their unique life);
- d) Learner housing is available to learners from other areas to live on campus that enables them to complete programs; and
- e) Learner-parents have housing and are supported with employment services, academic tutoring, part-time campus employment, and learner success mentoring.

This is reasonable because it addresses the primary barriers that research has shown to be the primary barriers to access to education (i.e., financial and housing, lack of accommodation for life context.)

EVIDENCE:

I have affirmed the following as provided below, with specific validations noted:

- a) Evidence of lower cost is provided on page 2 of this report, in the chart titled "Jackson College Tuition Comparison 2023-2024 Academic Year."

On average, 75% of the College's Title IV aid eligible learner population is Pell-eligible. Additionally, 90% of Pell-eligible learners are eligible to receive some other type of financial aid, including learner loans, and state grants or scholarships as confirmed on 08.01.24 by Financial Aid Director

- b) Over the past year, learners have had access to course sections in a variety of modalities based on learner need and demand: online asynchronous, online synchronous (virtual classroom), hybrid, and fully seated. Seated sections run at Central Campus, JC @ LISD TECH in Lenawee County, and the LeTarte Center in Hillsdale County. The availability of face-to-face classes serves our tri-county area, and our online classes expand our reach throughout the state and across the country. Non-credit computer training courses were offered online through our partnership with Guangdong Polytechnic College in China. This was confirmed on 08.01.24 by the Dean of Workforce Development and Continuing Education.
- c) Our three housing facilities provided opportunities for learners to live and learn on campus confirmed in a review of the College website on 08.01.24.
- d) Jets Village Family Residences can provide housing to 6 families was confirmed in a review of the College website on 08.01.24.

3.2. Learners have access to learning and academic support consistent with current technology and research.

INTERPRETATION:

I have interpreted "current" to be defined as meeting the requirements of the academic or professional field of study and learner's academic program. I further interpret this statement to ensure that Faculty annually identify equipment or classroom needs, inclusive of technology and academic requirements, as meeting the expectation of this ENDS statement.

Achievement of this ENDS statement will be demonstrated when the College's annual budget meets the requirements for equipment and classroom identified by faculty, as well as including those items needed for training and workforce development, as identified industry representatives, which are identified through the use of advisory boards.

This is reasonable because the Board has an existing policy of providing 3.5% of the annual College budget for the acquisition/replacement of instructional technologies, software, and support equipment necessary for the classroom and

college operations.

EVIDENCE:

The Dean of Health Sciences and Professional Trades confirmed on 08.08.24, that during AY '24, Perkins funding of \$432,152.13 (72.78% of the total funding) was allocated for equipment purchases and capital outlay. All equipment purchased directly supported hands-on learner learning in preparation for entering the workforce and promoted the skills needed as identified by advisory committees and workforce partners. Programs supported by the equipment purchases include Advanced Manufacturing, Graphic Design and all Health Science programs through support of the Simulation and Innovation Center, including Diagnostic Medical Sonography, Medical Assisting, Respiratory Care, Surgical Technology and Nursing.

3.3. Learners have ancillary support that meets their unique needs.

INTERPRETATION:

I interpret ancillary support for unique needs to require a more holistic approach in serving learners. More specifically, learners would have supplementary support that includes academic elements and related efforts based upon what research indicates is required to support academic results at the college level. Additionally,

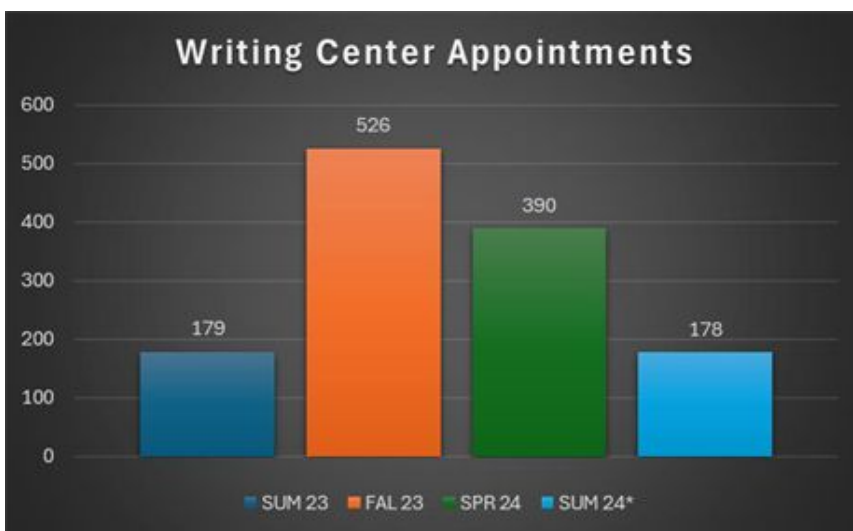
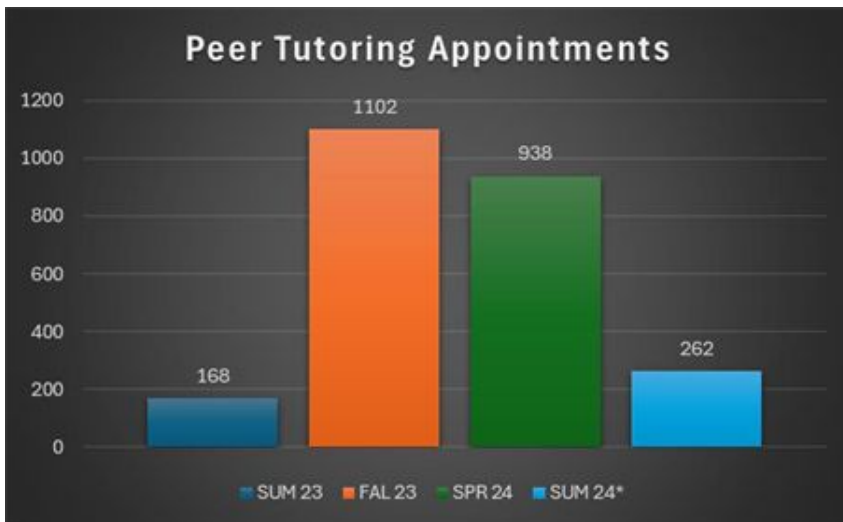
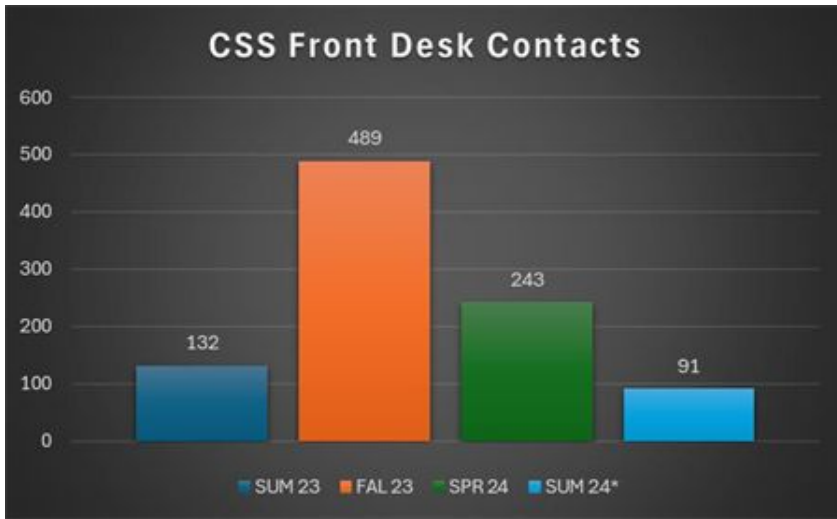
- a) Learners should have access to in-person and online tutoring, a writing lab, math lab, and supplemental instruction (SI) support on the academic side of education; and

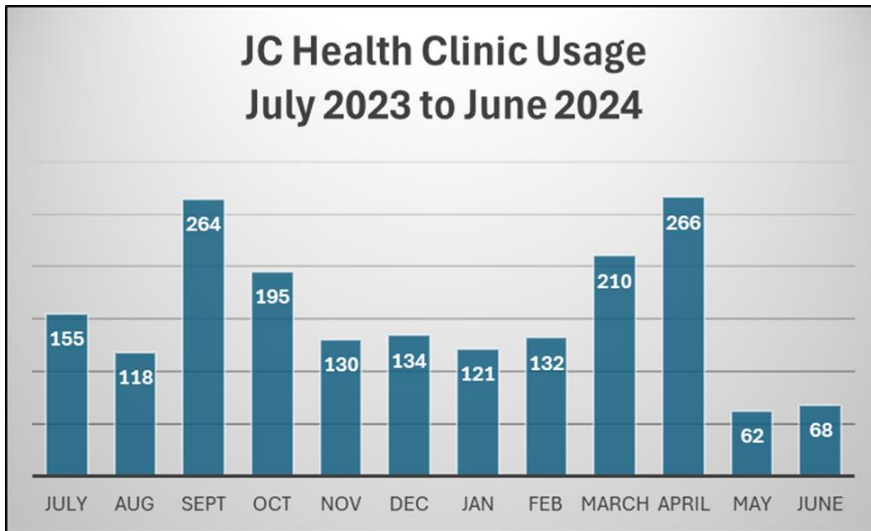
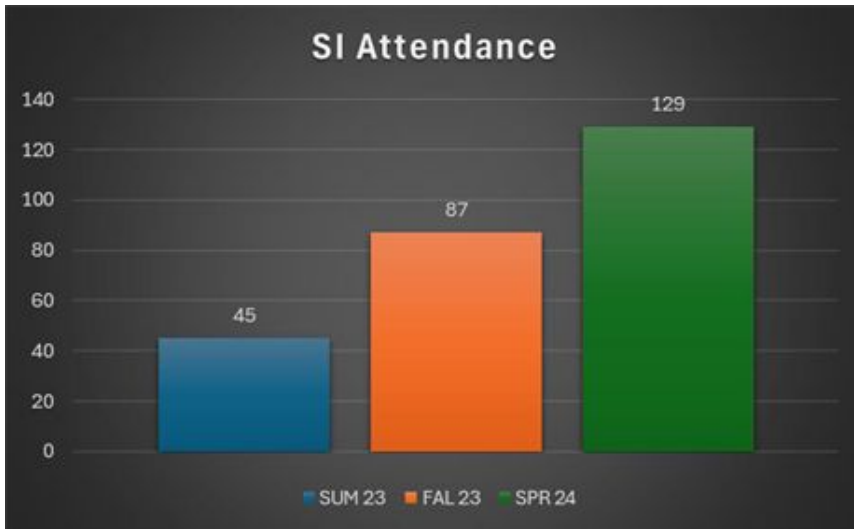
- b) Learners should have access to health and food supports.

This is deemed reasonable as research has indicated that addressing whole learner health and nutrition is essential as it directly impacts learners' ability to succeed academically.

EVIDENCE:

Visits to the areas in the Center for Student Success Director confirmed, on 08.08.24, that learners use numerous support services to meet their learning needs. The data provided includes use for each of the following areas (see tables below): Front Desk, Tutoring, Supplemental Instruction, Writing Center, JC Health Clinic, Oasis, etc. Annual enrolment on the census date for each of these terms were: 2023 Fall 3,045 learners, 2024 Spring 2,640 learners, and 2024 Summer 599 learners. The numbers for Summer 24 throughout the below tables may continue to grow as the semester comes to a conclusion.









BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Monitoring CEO Performance 8.3 CEO Monitoring Compliance Schedule & Summary</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
<p>Description:</p>
<p>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.</p> <p>Since the approval of separating of ENDS policy EN-01 Board’s ENDS into 3 policies at the June 10, 2024 Regular Board Meeting, the monitoring schedule for the ENDS policies has been spread out over 3 months rather than 1.</p> <p>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).</p>
<p>Requested Board Action:</p>
<p>Discussion surrounding the CEO’s compliance review.</p>
<p>Action Taken:</p>



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 8.14.23
EN – 01 (#4) Board's ENDS	8.14.23	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 8.14.23
EN – 01 (#5) Board's ENDS	8.14.23	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 8.14.23



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
			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.14.23
EL – 01 Treatment of Learners	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretations Review & Monitoring postponed per the Board as of 9.11.23
EL – 02 Treatment of Staff	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretations Review & Monitoring postponed per the Board as of 9.11.23



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
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24
EL – 04 Financial Conditions & Activities	11.13.23	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
EL – 08 Communication & Support to the Board	11.13.23	Partial	1.5 Allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is	Within actions during 11.13.23 Board meeting and going forward.	n/a	n/a	Partially Compliant 11.13.23



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
			detrimental to the work relationship between the Board and the President.				
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

2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 8, 2024	<p>Review EL-01 Treatment of Learners Review EL-02 Treatment of Staff Review EL-10 Access to Education Review GP-14 Handling Operational Complaints POSTPONED TO APRIL 2024 – Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p>	<p>Monitor EL-09 Organization Culture (CINDY) Monitor EL-07 Compensation & Benefits (CINDY) Monitor GP-13 Special Rules of Order Monitor BCD-02 Accountability of the CEO</p>
February 12, 2024	<p>Review EL-11 Entrepreneurial Activity Review GP-01 Governing Style Review BCD-06 CEO Compensation Review GP-00 Governance Commitment</p>	<p>Monitor EL-01 Treatment of Learners (CINDY/TBD) Monitor EL-02 Treatment of Staff (CINDY) Monitor EL-10 Access to Education (TBD) Monitor GP-14 Handling Operational Complaints POSTPONED TO APRIL 2024 - Monitor GP-11 Linkage with Ownership Monitor GP-15 Handling Alleged Policy Violations</p>
March 11, 2024	<p>Review EL-12 Land Use Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair Review GP-10 Investment in Governance Review BCD-00 Global Board Management Delegation</p>	<p>Monitor EL-11 Entrepreneurial Activity (CINDY/JOHN) Monitor GP-01 Governing Style Monitor BCD-06 CEO Compensation POSTPONED TO APRIL 2024 - Monitor GP-00 Governance Commitment</p>
April 15, 2024	<p>Review EL-05 Asset Protection Review EL-06 Investments Review BCD-05 CEO Succession Review GP-03 Board Planning Cycle & Agenda Control Review GP-12 Board Linkage with External Organizations POSTPONED FROM JAN. 2024 - Review GP-11 Linkage with Ownership POSTPONED FROM FEB. 2024 - Review GP-00 Governance Commitment</p>	<p>Monitor EL-12 Land Use (JASON) Monitor GP-02 Board Job Contributions Monitor GP-04 Role of Board Chair Monitor GP-10 Investment in Governance Monitor BCD-00 Global Board Management Delegation POSTPONED FROM FEB 2024 - Monitor GP-11 Linkage with Ownership POSTPONED FROM MAR 2024 - Monitor GP-00 Governance Commitment</p>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

<p>May 13, 2024</p>	<p>Review EL-03 Planning Review GP-09 Board Code of Conduct</p>	<p>Monitor EL-05 Asset Protection (JOHN) Monitor EL-06 Investments (JOHN) Monitor BCD-05 CEO Succession Monitor GP-03 Board Planning Cycle & Agenda Control Monitor GP-12 Board Linkage with External Organizations</p>
<p>June 10, 2024</p>	<p>Review EL-00 General Executive Constraint Review EN-01 ENDS (Break across June, Aug, & Sept. starting 2025)</p>	<p>Monitor EL-03 Planning (JOHN) Monitor GP-09 Board Code of Conduct</p>
<p>August 12, 2024</p>	<p>Review Bylaws Review BCD-03 Delegation to CEO Review BCD-04 Monitoring CEO Performance</p>	<p>Monitor EL-00 General Executive Constraint (PHELAN) Monitor EN-01 (#1-3) Board's ENDS (VAN HEEST / BOOK)</p>
<p>September 9, 2024</p>	<p>Review EL-01 Treatment of Learners Review EL-02 Treatment of Staff Review BCD-01 Unity of Control Review GP-05 Role of Vice Chair Review GP-08 Board & Committee Expenses</p>	<p>Monitor EN-01 (#4) Board's ENDS (VAN HEEST / BOOK) Monitor BCD-03 Delegation to CEO Monitor BCD-04 Monitoring CEO Performance</p>
<p>October 14, 2024</p>	<p>Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board</p>	<p>Monitor EN-01 (#5) Board's ENDS (VAN HEEST / BOOK) Monitor EL-01 Treatment of Learners (CINDY/TBD) Monitor EL-02 Treatment of Staff (CINDY) Monitor BCD-01 Unity of Control Monitor GP-05 Role of Vice Chair Monitor GP-08 Board & Committee Expenses</p>
<p>November 11, 2024</p>	<p>Review EL-09 Organization Culture Review EL-07 Compensation & Benefits Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p>	<p>Monitor EL-04 Financial Conditions & Activities (JOHN) Monitor EL-08 Communication & Support to the Board (PHELAN)</p>



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

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 Board's Summer Retreat, 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 1 week prior to the Board meeting at which the policy is up for review.
4. The Chief Assistant to the President & CEO 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 at 5:00pm prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.

2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
January 8, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-10</u> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-14</u> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-11</u> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 12, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-06</u> CEO Compensation	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Teshna Thomas Trustee Matt Heins
March 11, 2024	<u>EL-12</u> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-02</u> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-04</u> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-10</u> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-00</u> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
April 15, 2024	<u>EL-05</u> Asset Protection	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Teshna Thomas Trustee Matt Heins

	<u>BCD-05</u> CEO Succession	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Teshna Thomas Trustee Matt Heins
May 13, 2024	<u>EL-03</u> Planning	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-09</u> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson
June 10, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EN-01</u> ENDS <i>(to be split across August, September, and October in 2025)</i>	Trustee Phil Hoffman Vice-Chair Sheila Patterson
August 14, 2024	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Teshna Thomas Trustee Matt Heins

November 13, 2024	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the CEO	Trustee Donna Lake Trustee Chris Simpson



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
10.0 Information Requested by the Board 10.1 FY'24 Q4 Financial Report <p style="text-align: center;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
Description:
For the Board's review is the FY'24 Q4 Financial Report. I will provide a few highlights with respect to changes since FY'24 Q3. 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 Q4 report.
Resource Impact:
None
Requested Board Action:
Review of the FY'24 Q4 Financial Report.
Action Taken:



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
June 30, 2024

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

Following is the June 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 2023-2024 Budget as adopted at the June 2023 Board of Trustees meeting.

General Fund

Revenues

- **Tuition and Fees** - Favorable to budget, due to the College's BCH actuals performance. Expect an end of year adjustment to prorate the summer semester in each fiscal year thus reducing the revenue for FY2024 by a rough estimate of \$1.8M.
- **State Appropriations** - Unfavorable to budget. Accruals for July and August State Aid in progress. Estimate a \$2.6M favorable entry.
- **Contract training** - Favorable to budget, due to additional trainings through grant programs and a conservative budget.
- **Miscellaneous** - Favorable to budget, due to interest income.
- **Transfers In** - Favorable to budget, due to a Dental Hygiene transfer and conservative budget.

Expenses

- **Wages & Benefits** - Favorable to budget, savings realized from vacant positions. There will be an end of year adjustment to accrue wages earned in fiscal year 2024 but paid in fiscal year 2025 resulting in more expense for this year.
- **Services - Staffing Agency** - Unfavorable to budget, actual activity exceeding projected budget.
- **Services** - Unfavorable to budget, due to contracted services with CampusWorks for staff augmentation in Housing and Business Office and PRR/FAFSA services; legal services; Cultural Fluency programming, IT maintenance agreements, and orientation services through Consumers Energy for EGY academic program.
- **Materials** - Favorable to budget, due to lower than anticipated costs in software, maintenance & custodial supplies, and printing.
- **Rent, Utilities, Insurance** - Unfavorable to budget, due to increased costs in insurance, and additional electricity for expanded plant footprint.
- **Other Operating Costs** - Favorable to budget, due to timing of Bad Debt Write Offs, savings realized from advertising, institutional memberships and commencement related expenses.

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

Auxiliary Fund

Revenues

- **Textbook and Class Fees** - Favorable to budget, due to the College's BCH actuals performance.
- **Housing** - Unfavorable to budget as occupancy was lower than expected.
- **Housing Scholarships** - Unfavorable to budget, due to increase in Resident Mentors to support Ready, Set, Jet initiative for the academic year.
- **Sales Bookstore** - Unfavorable to budget, due to timing of Meal Plan revenue postings.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
-
- **Hospitality and Meal Plans** - Unfavorable to budget as occupancy was lower than expected.
-
- **Miscellaneous** - Unfavorable to budget, mainly due to building rentals not meeting expectations.

Expenses

- **Wages and Retirement** - Favorable to budget, due to position vacancies.
- **Services Staffing Agency** - Unfavorable to budget, expense under budgeted this year.
- **Services** - Unfavorable to budget, due to Housing Director Augmentation through CampusWorks.
- **Materials** - Favorable to budget, due to timing of Bibliu expenses.
- **Rent, Utilities, insurance** - Favorable to budget, rental of equipment not needed as much compared to previous years
- **Other operating costs** - Unfavorable to budget, due to timing of necessary production costs for shows in Potter Center and possibly under budgeted.
- **Transfers** - Favorable to budget, as transfers to plant not yet occurred in FY24.

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 June 30, 2024 the College is meeting this requirement.

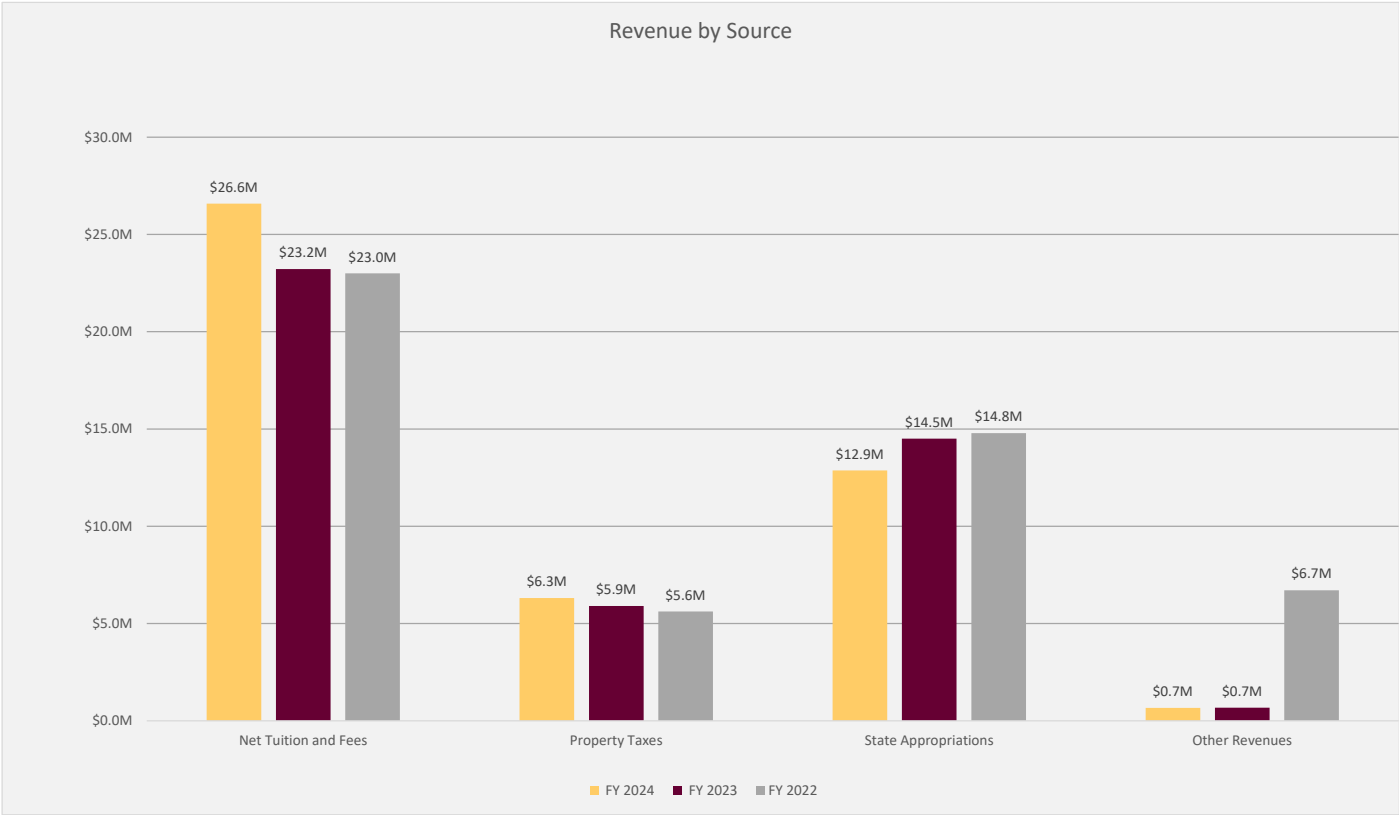
Jackson College
Revenue and Expense Statement
General Fund - FY 24
June 30, 2024
Preliminary - Unaudited

	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date*
Revenue							
Gross tuition and fees	\$ 25,240,228	54.5%	\$ 27,271,020	108.0%	100.0%	\$ 2,030,792	\$ 24,021,441
Less Institutional Scholarships	(860,000)	-1.9%	(684,759)	79.6%	100.0%	175,241	(802,015)
Net tuition and fees	<u>24,380,228</u>	52.6%	<u>26,586,261</u>	109.0%	100.0%	2,206,033	23,219,426
Property taxes	6,389,547	13.7%	6,312,525	98.8%	100.0%	(77,022)	5,901,708
State appropriations	15,119,559	32.6%	12,872,240	85.1%	100.0%	(2,247,319)	14,499,500
Contract training	100,000	0.2%	236,312	236.3%	100.0%	136,312	149,085
Miscellaneous	353,361	0.8%	382,208	108.2%	100.0%	28,847	473,809
Transfers	-	0.0%	41,003	0.0%	100.0%	41,003	51,726
Transfers - Federal grant funds	-	0.0%	-	0.0%	-	-	-
Total revenues	<u>46,342,695</u>	100.0%	<u>46,430,549</u>	100.2%	100.0%	87,854	44,295,254
Expenses							
Wages	17,633,785	38.0%	15,462,851	87.7%	100.0%	(2,170,933)	15,632,986
Retirement	4,808,404	10.4%	4,949,032	102.9%	100.0%	140,628	4,103,747
Benefits	3,129,996	6.8%	2,982,464	95.3%	100.0%	(147,532)	2,889,310
Services - Staffing Agency	3,736,072	8.1%	4,021,448	107.6%	100.0%	285,376	3,810,428
Services	4,481,797	9.7%	5,340,533	119.2%	100.0%	858,736	4,550,082
Materials	1,843,739	4.0%	1,494,361	81.1%	100.0%	(349,378)	1,991,084
Rent, utilities, insurance	1,808,477	3.9%	1,859,525	102.8%	100.0%	51,048	1,840,448
Other operating costs	3,882,654	8.4%	3,537,502	91.1%	100.0%	(345,152)	3,363,135
Transfers-major maintenance	1,146,577	2.5%	1,146,577	100.0%	100.0%	-	987,895
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,457,494	7.5%	3,457,494	100.0%	100.0%	-	4,460,045
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	444,560
Capital equipment	413,700	0.9%	521,368	126.0%	100.0%	107,668	322,945
Total expenses	<u>46,342,695</u>	100.0%	<u>44,773,155</u>	96.6%	84.6%	(1,569,539)	44,396,665
Income over (under) expenses	<u>\$ -</u>		<u>\$ 1,657,394</u>			<u>\$ 1,657,393</u>	<u>\$ (101,411)</u>

*Previous years included "financial statement adjustment" entries to smooth revenues and expenses. In fiscal year 2024, management determined to eliminate the need for these entries and report posted revenues and expenses in the college's ERP, Colleague, as it is a better indicator of the college's position for each month.

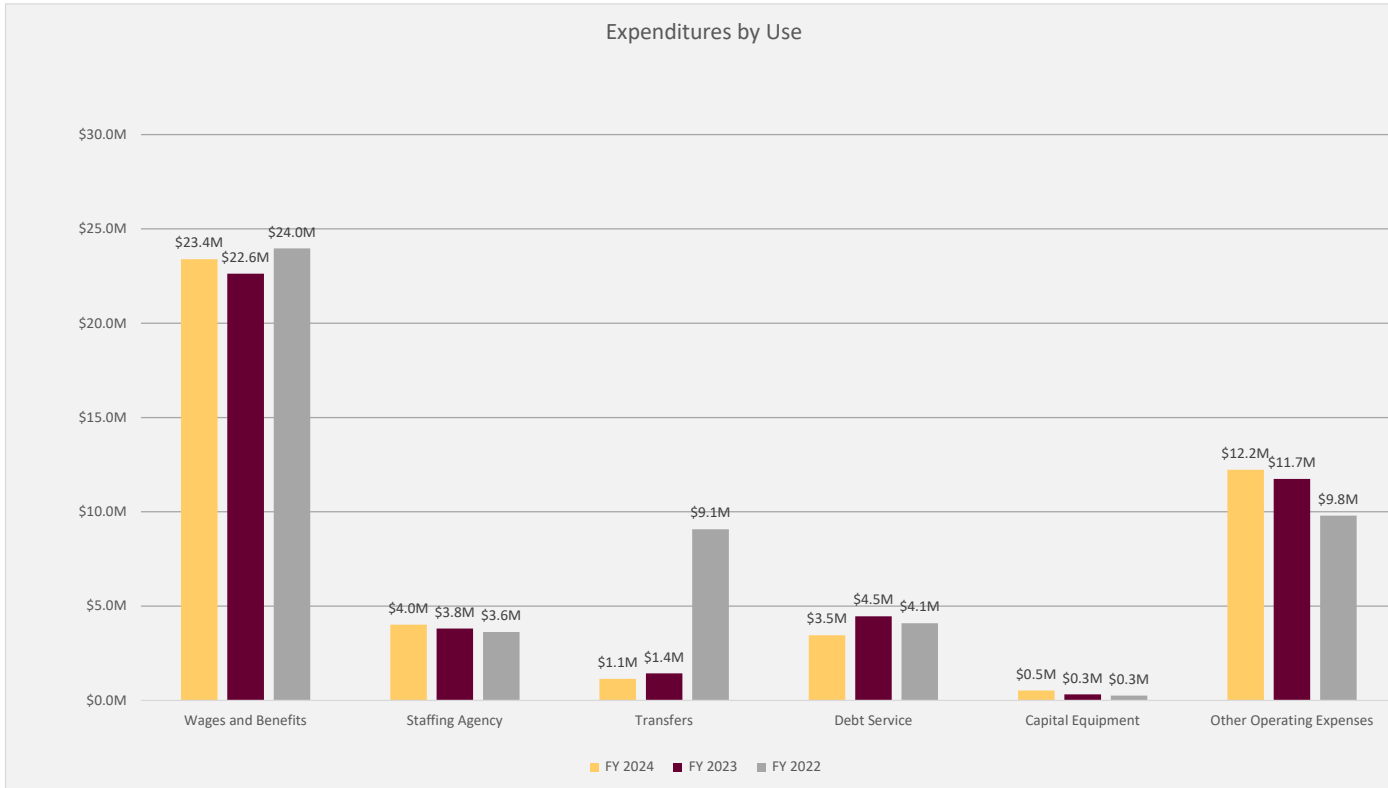
Jackson College
General Fund Revenue Comparison
6/30/2024

\$46,430,549



Jackson College
 General Fund Expenditure Comparison
 6/30/2024

\$44,773,155



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

	2023-2024 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
Revenue									
Textbook and Class Fees	\$ 2,511,642	34.6%	\$ 3,292,893	131.1%	100.0%	-	-	3,292,893	-
Housing	2,007,800	27.6%	1,523,257	75.9%	100.0%	-	1,523,257	-	-
Less Housing Scholarships	(200,000)	-2.8%	(256,342)	128.2%	100.0%	-	(256,342)	-	-
Sales Bookstore	242,923	3.3%	165,966	68.3%	100.0%	-	-	165,966	-
Potter Center activities	351,000	4.8%	518,441	147.7%	100.0%	-	-	-	518,441
Hospitality and Meal Plans	2,302,577	31.7%	1,615,875	70.2%	100.0%	1,615,875	-	-	-
Miscellaneous	35,000	0.5%	29,275	83.6%	100.0%	-	(300)	-	29,575
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
Total revenues	<u>7,265,942</u>	<u>100.0%</u>	<u>6,889,365</u>	<u>94.8%</u>	<u>77.8%</u>	<u>1,615,875</u>	<u>1,266,615</u>	<u>3,458,859</u>	<u>548,016</u>
Expenses									
Wages	\$ 1,611,365	22.2%	\$ 1,262,042	78.3%	100.0%	635,874	166,513	175,623	284,032
Retirement	418,100	5.8%	315,747	75.5%	100.0%	152,628	21,965	44,856	96,298
Benefits	249,400	3.4%	250,681	100.5%	100.0%	152,459	21,488	27,308	49,426
Services - Staffing Agency	15,000	0.2%	29,681	197.9%	100.0%	29,681	-	-	-
Services	75,500	1.0%	130,640	173.0%	100.0%	21,780	81,139	595	27,126
Materials	2,395,500	33.0%	1,595,524	66.6%	100.0%	666,606	28,938	898,518	1,462
Rent, utilities, insurance	4,000	0.1%	1,395	34.9%	100.0%	1,395	-	-	-
Other operating costs	474,000	6.5%	578,354	122.0%	100.0%	2,071	9,913	5,853	560,517
Transfers	2,016,077	27.7%	-	0.0%	100.0%	-	-	-	-
Capital equipment	7,000	0.1%	-	0.0%	100.0%	-	-	-	-
Total expenses	<u>7,265,942</u>	<u>100.0%</u>	<u>4,164,064</u>	<u>57.3%</u>	<u>100.0%</u>	<u>1,662,494</u>	<u>329,956</u>	<u>1,152,753</u>	<u>1,018,861</u>
Income over (under) expenses	<u>\$ -</u>		<u>\$ 2,725,301</u>			<u>\$ (46,619)</u>	<u>\$ 936,659</u>	<u>\$ 2,306,106</u>	<u>\$ (470,845)</u>

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

Jackson College
 Balance Sheet and Changes in Fund Balance - FY 24
 June 30, 2024
 Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 3,366,625	\$ 13,867,835	\$ 5,751,572	\$ -	\$ (3,860,461)	\$ 17,774	\$ (869,427)	\$ (1,032,910)	\$ 17,241,008
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,484	-	-	2,484
Accounts receivable	4,687,228	(99,499)	(47,367)	-	4,985,239	14,401	4,148	175	9,544,325
Inventories	29,800	-	-	-	271,130	-	-	-	300,930
Other assets	24,874,149	1,000,000	15,943,953	-	1,064,406	-	86,812,587	1,836,883	131,531,978
Total assets	32,957,802	14,768,336	21,648,158	-	2,460,314	34,659	85,947,308	804,148	158,620,725
Liabilities and Fund Balance									
Accounts payable	128,531	-	813	-	184,064	-	-	-	313,408
Accrued liabilities	581,998	-	(11,696)	-	352,592	-	25,292,564	-	26,215,458
Deferred liabilities	8,019,452	-	486,526	-	-	-	-	-	8,505,978
Unearned revenue	62,146	-	(50,000)	-	244,627	-	-	-	256,773
Other liabilities	22,499,436	13,700	26,159,489	-	64,719	-	28,992	28,687	48,795,023
Total liabilities	31,291,563	13,700	26,585,132	-	846,002	-	25,321,556	28,687	84,086,640
Fund balance	1,666,239	14,754,636	(4,936,974)	-	1,614,312	34,659	60,625,752	775,461	74,534,085
Total liabilities and fund balance	\$ 32,957,802	\$ 14,768,336	\$ 21,648,158	\$ -	\$ 2,460,314	\$ 34,659	\$ 85,947,308	\$ 804,148	\$ 158,620,725
Beginning fund balance									
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	500,762	-	(1,110,990)	34,446	-	-	114,626
Future Operations	8,845	11,725,052	-	-	-	-	-	519,396	12,253,293
	\$ 8,845	\$ 12,415,460	\$ 500,762	\$ -	\$ (1,110,990)	\$ 34,446	\$ 63,156,218	\$ 519,396	\$ 75,524,137
Current year income	46,430,549	2,339,176	19,726,558	-	7,145,708	213	7,279,436	450,418	83,372,058
Current year expenses	44,773,155	-	25,164,294	-	4,420,406	-	9,809,902	194,353	84,362,110
Ending fund balance	\$ 1,666,239	\$ 14,754,636	\$ (4,936,974)	\$ -	\$ 1,614,312	\$ 34,659	\$ 60,625,752	\$ 775,461	\$ 74,534,085

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: August 12, 2024



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
10.0 Information Requested by the Board 10.2 Consideration of the Administrative Manual <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Description:
Enclosed via this link to the Resource Center of Diligent is the up-to-date Administrative Manual for the Board's information, provided annually.
Requested Board Action:
Review as information and ask any questions the Board may have.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: August 12, 2024



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
10.0 Information Requested by the Board 10.3 College Feature: JPEC (JPEC President, Jonathon Marowelli & JPEC Chairperson, Suzanne R. Jones) <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Description:
As this month's "College Feature", Jackson Preparatory and Early College President, Jonathon Marowelli & JPEC Chairperson, Suzanne R. Jones will present an update on the good work of the Jackson Preparatory Early College. I remain grateful for the Jackson College Board of Trustees leadership in authorizing JPEC.
Requested Board Action:
Review as information and ask Jonathon and Chairperson Jones any questions the Board may have.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>10.0 Information Requested by the Board 10.4 Next Regular Board Meeting Topics – September 9, 2024</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<p>Description:</p>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (September 9, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <ul style="list-style-type: none"> • Excellence Minute • Policy Review: EL-01 Treatment of Learners • Policy Review: EL-02 Treatment of Staff • Policy Review: BCD-01 Unity of Control • Policy Review: GP-05 Role of the Vice Chair • Policy Review: GP-08 Board & Committee Expenses • Interpretations Assessment: EL-01 Treatment of Learners • Interpretations Assessment: EL-02 Treatment of Staff • Evidence Review: EN-01 Board's ENDS (#4) • CEO Monitoring Compliance Schedule & Summary • Consideration of State Required Best Practices Resolution • Board Survey Results: BCD-03 Delegation to CEO • Board Survey Results: BCD-04 Monitoring CEO Performance • College Feature: Registrar / Director of Jackson College @ LISD TECH • Miller Johnson Audit Report – Executive Summary
<p>Requested Board Action:</p>
<p>Review of currently anticipated topics.</p>
<p>Action Taken:</p>

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 12, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 11.1 Principles of Policy Governance</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p>Description:</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>https://governforimpact.org/resources/principles-of-policy-governance.html</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Define particular areas for improvement in the governance process.</p>
<p>Action Taken:</p>
<p> </p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 12, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
12.0 Meeting Content Review <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
Description:
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.
Resource Impact:
None
Requested Board Action:
Consideration of areas for meeting content improvement
Action Taken:

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: August 12, 2024</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

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