AGENDA

1.0 Call to Order & Pledge of Allegiance

2.0 Adoption of Agenda

3.0 Adoption of Minutes
   3.1 Regular Meeting Dated: 03.11.19
   3.2 Spring Planning Session Dated: 04.03.19

4.0 Declaration of Conflict of Interest

5.0 Ownership Linkage
   5.1 Public Comments

6.0 Board Education

7.0 ENDS Items for Decision

8.0 Governance Process Items for Decision
   8.1 Selection of Audit Committee Members
   8.2 By-laws revisions

9.0 Executive Limitations Items for Decision
   9.1 CEO Compliance Certification

10.0 Board-Management Delegation Items for Decision

11.0 Required Approvals Agenda

12.0 Monitoring CEO Performance
   12.1 Quality/Excellence Monitoring
   12.2 Q3 Financial Reporting

13.0 Self-Evaluation of Board Performance

14.0 Information Requested by the Board
   14.1 CEO Report on Professional Engagement
   14.2 [Closed Session] As provided by Public Act §15.268, Section 8, sub-section (c) for purposes of discussing negotiations of union collective bargaining agreements.
   14.3 Marketing Report

15.0 Self-Evaluation of Governance Process at this Meeting

16.0 Adjourn
The regular meeting of the Board of Trustees of Jackson College was held on Monday, March 11, 2019 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson, Michigan 49201.

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

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

**Others Present:** Dr. Daniel J. Phelan, Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jim Jones, Teresa Choate, Nathan Venske, Dr. Todd Butler, Dr. Jim Goenner, Mark Weinberg, Jon Williams, Shane Malmquist, Kelly Chambers, Dr. Stephen Young, John Warfield, Julie Warfield and Jennifer Brocket.

**COMMUNICATIONS**

**Guest Comments**
There were no visitor comments.

**Board Comments**
There were no conflicts of interest.

Trustee Crist shared that he attended the Phi Theta Kappa Awards luncheon in Lansing last week and it was an amazing event acknowledging our students. Trustee Lake, who also attended the PTK event, appreciated the opportunity to chat with staff during the luncheon. She also commented that it was a great opportunity to listen to Governor Whitmer, who was on the Central Campus last Friday.

**Consideration of Minutes**
The minutes of the regular Board meeting on February 4, 2019 were moved into the record by Chairman Barnes on behalf of the Trustees.

**Marketing Report**
Cindy Allen, Vice President of Administration and Human Resources provided the marketing report and addressed questions from the Board.

**CONSENT AGENDA**
There were no consent agenda items.

**ENDS PERFORMANCE MONITORING REPORT**
Planning and Innovation
Sara Perkin, Chief of Staff at Jackson College, presented the Planning and Innovation
ENDS Monitoring Report. She provided highlights of the report in PowerPoint and
addressed questions from the Board. A complete copy of the report is located on the
Board’s webpage: https://www.jccmi.edu/institutional-research/performance-monitoring/

ACTION ITEMS
Consideration of Recipient of 2019 Distinguished Service Award
President Phelan shared a list of potential nominees for the Distinguished Service
Award for 2019. Discussion followed. MOTION BY TRUSTEE HOFFMAN “to approve
Senator Mike Shirkey as the 2019 Distinguished Service Award recipient” MOTION
PASSED UNANIMOUSLY.

Selection of Presenter for Commencement
President Phelan requested that the Board consider a presenter for the Distinguished
Service Award. Trustee Hoffman agreed to present the award to Senator Mike Shirkey.

Second Reading: By-Laws
President Phelan presented the By-Laws policy for consideration. MOTION BY
TRUSTEE LAKE “to approve the By-Laws policy” MOTION PASSED UNANIMOUSLY.

Consideration of Purchase of Building
President Phelan shared that the College would like to purchase the building currently
occupied by DaVinci. Their intention is to relocate to another community property.
Darrell Norris shared that the College would borrow from itself to purchase the building.
This funding stream would be amortized over eight years. In addition to purchase of the
building, the College estimates and additional cost of $300,000 in repairs needed make
the building code compliant for JPEC in the fall. MOTION BY TRUSTEE HOFFMAN
“to approve the purchase and remodel of the building currently occupied by Davinci for
$1,254,000 million” ROLL CALL VOTE. TRUSTEES LAKE, MATHEIN, HEINS,
BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE. MOTION PASSED
UNANIMOUSLY.

INFORMATION ITEMS
The Authorizer Role
Dr. Jim Goenner from National Charter School Institute (NCSI) provided an overview of
the authorizer role that the Jackson College Board of Trustees holds in relation to
Jackson Preparatory & Early College.

Economic Impact Analysis
Sara Perkin, Chief of Staff provided an overview of the Emsi Economic Impact Study
recently completed for the College.

Presidents Report
President Phelan shared legislative updates including highlights of the President’s
proposed budget. He also provided College updates, including an article from the
Exponent regarding the re-election of the Board and a recent newsletter for JPEC families and upcoming events.

CLOSED SESSION:
As provided by Public Act §15.268, Section 8, sub-section (c) President Phelan requested a closed session of the Board for the purpose of discussing contract negotiations. MOTION BY TRUSTEE CRIST “To move into closed session for the purpose of discussing contract negotiations.” ROLL CALL VOTE: TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board moved into closed session at 7:58PM.

MOTION BY TRUSTEE CRIST “To move back into open session”. TRUSTEES LAKE, MATHEIN, HEINS, BARNES, CRIST, PATTERSON AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY. The Board reconvened to open session at 8:06PM.

ADJOURN
MOTION BY TRUSTEE HOFFMAN “To adjourn.” MOTION PASSED UNANIMOUSLY, Meeting adjourned at 8:07PM.

The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, March 11, 2019 were approved at the regular meeting of the Board held on April 8, 2019.

_______________________
Secretary

_______________________
Chairman
The Spring Planning Session of the Board of Trustees of Jackson College was held on Monday, April, 2019 at Jackson College’s Central Campus, located at 2111 Emmons Road, Jackson, Michigan 49201.

Chairman Barnes called the meeting to order at 8:00am Eastern Daylight Savings Time.

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

Board Member Excused Absence: Trustee Dr. Ed Mathein

Others Present: Dr. Daniel J. Phelan, Dr. Kate Thirolf, Cindy Allen, Sara Perkin, Darrell Norris, Jim Jones, Rose Mercier, Jonathan Williams and Lee Hampton.

Welcome and Discussion & Review of Day
Chairman Barnes and President Phelan provided opening comments and reviewed goals for the day.

Operational & Budgetary Assumptions
President Phelan provided an overview of his 7 planning assumptions which included Accountability, Competition, Talent, Value Proposition, Students, Service and Environment as a context for budget and institutional advancement planning. Additionally, President Phelan share an overview of the Emsi investment information regarding the econometric impact of Jackson College on the region.

FY ’19 Performance to Date
Darrell Norris, Vice President of Finance, provided an overview of the FY ’19 budget to date.

Facilities Master Plan
Darrell Norris, Vice President of Finance, provided an overview of the Facilities Master Plan for the balance of FY ’19 and FY ’20.

Government Budget Recommendation & Legislative Action
Darrell Norris, Vice President of Finance, provided an overview of the Governor’s Budget Recommendation including the performance funding formula and it’s methodology for calculation, tuition restraint recommendations of the Governor’s budget recommendation, and an update on federal legislation affecting Pell. President Phelan noted that he is working to have prison education included in our calculation.

Property Discussion
President Phelan provided a brief overview on the history of Wickwire House, its current use and related improvements, as well as four potential options for future consideration related to the property. This topic will be brought back for the Summer Board Retreat for additional conversation and with greater detail for each option.

**Long Term Debt Schedule**
Darrell Norris, Vice President of Finance, provided an overview and updated regarding the long-term debt schedule, which is planned to sunset in 2028.

**Proposed FY ’20 Budget Targets**
Darrell Norris, Vice President of Finance, provided and overview of the proposed FY ’20 budget targets that will be brought forward for the Board’s consideration in June. Trustee Hoffman asked the President to keep Board be kept up to date on any legislative changes affecting the proposed budget targets.

**North Carolina Opportunity**
President Phelan noted that he has been providing some assistance to North Carolina State University and the rebirth of their Community College Leadership Program. He mentioned that he currently serves on the NC State Advisory Board. He spoke to the Board about a modest increase in his involvement with them as they make use of a Belk Foundation grant and launch mid-level, senior, president and trustee training/education programs. He noted a number of benefits that would accrue to Jackson College. Trustees expressed support, and asked for the President to share the level of his involvement profession in all areas at the April Board meeting.

**Policy Governance with Rose Mercier**
President Phelan noted that he was unable to advance the Board’s policy goal of continuing improvement with Policy Governance given a reluctance by other colleges to participate, as well as a realization that benchmarking was proving ineffectual. With the Board Chair’s permission, he invited Rose Mercier, from *Govern from Impact* to provide an overview of the Policy Governance methodology and the College’s current utilization. She shared insight following a ‘desk top’ review on the board’s current policies and operations. She will be coming back for additional training on Board ENDS at the Board’s Summer Retreat in June, to be held at the Wickwire House.

**Plus/Delta**
The Board continues to appreciate meeting on campus in Walker Hall Community room 145 for Planning Sessions, but would like to meet at the Wickwire House for the Summer Retreat. Trustees noted, with appreciation, the help of Rose Mercier.

**ADJOURN**
**MOTION BY TRUSTEE HOFFMAN** “To adjourn.” **MOTION PASSED UNANIMOUSLY**, Meeting adjourned at 2:49PM.
The foregoing minutes of the regular meeting of the Board of Trustees held on Monday, March 11, 2019 were approved at the regular meeting of the Board held on April 8, 2019.

_______________________
Secretary

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

Subject to be Discussed and Policy Reference:

8.1 Governance Process Items for Decision: Selection of Board Audit Committee Members

(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)

As you are aware, the Boards’ By-Laws indicate that the Board will have a standing Audit Committee to work with the Board’s appointed auditor to conduct a financial evaluation of FY ‘20. The current committee members are Vice Chairman Crist, Trustee Heins and Trustee Lake.

I ask for your recommendations on the committee members for the upcoming fiscal year 2020.

Resource Impact:

None

Requested Board Action:

Selection of Board Audit Committee Members.

Action Taken:

Trustees Lake, Heins and Crist agreed to serve on the Audit Committee for the 2020 Fiscal Year.
TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

8.2 Governance Process Items for Decision By-Laws

(BOARD POLICY: MONITORING: Policy Governance)

Enclosed are policies presented for your initial, first reading consideration. These changes are reflective of Policy Governance best practices presented at the Spring Planning Session.

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

By-Laws

Resource Impact:

None

Requested Board Action:

Consideration of advancing the policy to the second reading.

Action Taken:

None
PBylaws
Board of Trustees
Jackson College

Policy Summary:

Bylaws are essential for effective operation of the Jackson College Board of Trustees. Generally, these bylaws serve to establish the name of the organization, how the college is governed, the requirements for membership, offices that may be held, the titles and responsibilities for said offices, as well as the means by which the offices are to be assigned. These Furthermore, the bylaws also define how its meetings are conducted, and how often meetings are held. Finally, these byboard’s bylaws constitute legal guidelines for the work of the board and are focused only on the highest level of governance issues.

Policy Statement: Bylaws:

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

1. Name of the Organization:
   a. The legal and official name of the organization shall be Jackson College

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

3. Duties of Officers
   a. The Chairperson of the board shall have the usual duties and authority consistent with education laws. He or she shall appoint all committees unless otherwise directed by the board.
   
   b. The Vice-chairperson shall perform the duties of the chairperson in the absence of the chairperson. He/she shall perform other functions and duties as designated by the board.
   
   c. The Treasurer shall perform other such duties as designated by the board.
   
   d. The Secretary shall sign all legal documents as authorized by the board.

4. Duties of Board Liaisons

   The Board of Trustees shall establish and appoint Liaisons as needed to assist the Board in undertaking its work. The following Liaisons and relevant duties are established:

   A. The Assistant Treasurer shall receive, hold in custody and expend all funds as directed by the Board and President. The Assistant Secretary shall keep record of all meetings, post all legal notices and perform such other duties as designated by the Board.

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

6. Meetings
   All meeting locations are properly noticed in accord with the prescription of law. With the exception of February, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the board of trustees. The February board meeting will be held on the first Monday of the month. No further notice of such meetings shall be required to be given to the members of the board.

   a. Regular Meetings
Regular meetings of the board of trustees shall be held at the following locations for the months, days, and times noted:

Jackson College, Central Campus  January, February, March,
2111 Emmons Road May, June, September,
Jackson, MI 49201 October
Potter Center board room

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

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

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

b. Special Meetings
Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any board member, by serving the members a notice of the time and place of the meeting.

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

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

c. Attendance at Meetings
All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication shall be permitted under the following circumstances:

   i. A quorum of the Board shall be physically present at the meeting location;

   ii. Electronic participation must be approved by the majority of the Board;
iii. Where a board member (or members) is unable to attend a meeting due to circumstances beyond his or her control;

iv. In such circumstances, telephone conference call participation or participation by other electronic means must be conducted by using two way speaker phones or other electronic devices that allow all other board members and the public to hear all of the caller’s comments and votes;

v. All votes during a telephone conference call, meeting or through the utilization of other electronic communication, shall be taken by roll call. The board member must identify themselves verbally over the phone speaker system before each roll call vote; and

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

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

e. 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.

f. Time Limit
The time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.

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

This applies at all times, including by way of example and not limited during the course of board meetings, except as noted in 6.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.
8. Committees of the Board
   a. Standing Committee
      The board of trustees shall have a standing audit committee.

   b. Special Committee
      The Board of Trustees shall authorize such special committees as are
deeded necessary. A special committee shall report recommendations to
the board for appropriate action. A special committee shall be dissolved
when final action on its report is taken by the Board.

9. Minutes of Proceedings
   a. Minutes of the proceedings of the previous meeting shall be prepared by
      the Assistant Secretary and electronically delivered to the members at
      least 48 hours before the time of the next regular meeting.

   b. The minutes of the preceding meeting shall be approved by the Board and
      signed by the Chairperson and the Secretary.

   c. All motions shall be accurately and completely recorded. The names of
      those who make motions and those who vote yes and nays shall be
      recorded.

   d. The official minutes shall be bound and kept in the President’s office of the
      College as well as posted on the College website.

10. Records Available
    All records of the Board of Trustees shall be available to citizens for inspection at
    the office of the president during regular office hours.

11. 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
date.

12. Compensation and Expenses
    No member of the Board of Trustees may receive any compensation for any
    services rendered to the district. Expenses of Board Members will be reimbursed
    in accordance with College policy.

13. 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.
14. Order of Business
The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

1. Call to order

1.0 Roll call

1.0 The Pledge of Allegiance to the United States of America

4.0 Communication
   4.1 Guest Comments (limited to 5 minutes per speaker)
   4.2 Board Items:
      4.2.1 Conflict of Interest Consideration
      4.2.2 Board Comments

   4.3 Consideration of Minutes
   4.4 Marketing Report

4.0 Consent/Required Approvals Agenda

6.0 ENDS Performance Reporting
   5.1 Board Monitoring Report(s)
   5.2 Treasurer’s report [quarterly and annual]

7.0 Action Items

8.0 Information Items

9.0 Closed Session [as needed]

10.0 Adjournment

1.0 Call to Order & Pledge of Allegiance

2.0 Adoption of Agenda

3.0 Adoption of Minutes

4.0 Declaration of Conflict of Interest

5.0 Ownership Linkage

6.0 Board Education

7.0 ENDS Items for Decision
8.0 Governance Process Items for Decision
9.0 Executive Limitations Items for Decision
10.0 Board-Management Delegation Items for Decision
11.0 Required Approvals Agenda
12.0 Monitoring CEO Performance
13.0 Self-Evaluation of Board Performance
14.0 Information Requested by the Board
15.0 Self-Evaluation of Governance Process at this Meeting
16.0 Adjourn

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

16. Rules of Order
The latest edition of Robert's Rules of Order: Procedure for Small Boards shall govern the board in its deliberations, except where it is inconsistent with these bylaws or any applicable law. All members of the board may vote on matters to be decided by the board unless excused by law.

17. Owner/Stakeholder Participation
The Board of Trustees shall solicit the advice and counsel of citizens in planning, direction-setting, evaluation of and operating the College. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholder communications to the Board of Trustees shall be addressed to the Board of Trustees. Owner/Stakeholders who wish to present any matter of concern to the College shall make a written request to the Assistant Secretary to the Board of Trustees on the speaker request form prior to the meeting. This shall be considered under the “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.

18. Conflict of Interest
All members of the Board shall disclose any direct or indirect interest they may have in any proposed contract with the district, or in any action or situation in which they have a direct or indirect conflict of interest.
a. In the event of any duality of interest, or possible conflict of interest on the part of any governing Board Member, must so declare during the board meeting at item 5.2.1 on the agenda, and further, that member shall abstain from voting on those items wherein there is a conflict of interest.

b. The foregoing requirement shall not prevent the governing Board Member from stating his or her position in the matter, nor from answering pertinent questions of any other Board Members since his/her knowledge may be of assistance.

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

<table>
<thead>
<tr>
<th>Date Of Change</th>
<th>Version</th>
<th>Description of Change</th>
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<tr>
<td>9/6/2011</td>
<td>1.0</td>
<td>Initial Release</td>
<td>M. Fall</td>
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<td>7/13/2012</td>
<td>2.0</td>
<td>Edit from Board</td>
<td>A. Stiers</td>
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<td>12/12/2012</td>
<td>3.0</td>
<td>Addition of Pledge of Allegiance</td>
<td>A. Stiers</td>
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<td>7/08/2013</td>
<td>4.0</td>
<td>Edits from President and Chief of Staff</td>
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TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

### Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>Number</th>
<th>Item Description</th>
<th>Policy Reference</th>
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<tbody>
<tr>
<td>9.1</td>
<td>Executive Limitations Items for Decision: CEO Certification of Executive Limitations Compliance</td>
<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
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The Board requires that I comply with executive limitations as stated in the Board Policy manual. The required certification is enclosed for your review in fulfillment of that requirement.

### Resource Impact:

None

### Requested Board Action:

None

### Action Taken:

None
CERTIFICATION

Executive Limitation Compliance

As required by the Policy Governance Review – Monitoring policy, I hereby certify that I have not operated beyond the parameters specified in the Executive Limitations policies.

Daniel J. Phelan

April 8, 2019

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

<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
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<tbody>
<tr>
<td>12.1 Monitoring CEO Performance: ENDS  Board Monitoring Report: Quality/Excellence</td>
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<tr>
<td>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
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This month’s Board Monitoring Report focuses upon the College’s adherence to a model of continuous improvement and quality including accreditation. Sara Perkin will provide an overview of the report to the Board and receive any questions you may have.

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<th>Resource Impact:</th>
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<th>Requested Board Action:</th>
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<th>Action Taken:</th>
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<td>None</td>
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Presented to:  
Jackson College Board of Trustees

Presented by:  
Dr. Daniel J. Phelan, President  
Sara Perkin, Chief of Staff
Board Policy:

Performance reports shall be prepared and presented to the Board for each of the ENDS. These 'Monitoring Reports' shall enable the Board to know the degree to which a reasonable interpretation of its ENDS and EXECUTIVE LIMITATIONS policies is being fulfilled. Consequently, the Board shall seek in the Monitoring Reports answers to two questions: (1) Has the College President made a reasonable interpretation of the Board’s policies; and (2) Do the data demonstrate accomplishment of that interpretation. Failing either constitutes a policy violation. In the Monitoring Report then, the Board should expect to see the College President's interpretations along with justifications for the Board to find them reasonable. The Board must fairly, but rigorously, decide whether the College President's case is convincing. Also in the report, the Board should expect to see data purported to demonstrate achievement of those interpretations. Again, the Board must fairly but rigorously decide whether the data credibly prove compliance.

Quality/Excellence Monitoring: Jackson College adheres to a model of continuous improvement and quality. The practice of integrating the power of accurate, reliable, valid and meaningful data into the planning, evaluation and budgeting processes and all other areas of the College is vital. Furthermore, the quality of such work must be verified. To that end, the following Key ENDS measures include:

- Accreditation Standing (i.e., Regional and Programmatic);
- HLC Action Project Progression;
- Compliance Report outcomes;
- Assurance Audit Reports;
- Application of promising evidence-based practices from the field, contextualized by the unique challenges and strengths of individual colleges;
- Evidence of practice reform (e.g., BMI, etc.);
- Normative data comparisons (e.g., Aspen, ATD, etc.);
- Use of institutional data in planning and decision making; and
- Other institutional recognitions;

Executive Summary

The journey of continuous quality improvement is a core element of the College’s culture and business model and, as such, is ongoing. Indeed, continuous quality improvement (CQI) is the responsibility of all of our employees. Considering external challenges and opportunities associated with CQI, we face issues related to increasing competition, the pace of change in our industry, potentially disengaged employees, ineffective practices, and possible change-fatigue. That said, there are many opportunities for us to excel including CQI training and related professional development, benchmarking, market research, new business model development, as well as college culture development.
The College remains in good accreditation standing with the Higher Learning Commission (HLC), its institutional accreditation. Additionally, we remain in good standing with secondary program accreditations and look forward to an onsite visit in June 2019 from the Commission on Accreditation for Respiratory Care (CoArc). Additionally, we are completing a progress report due to the Committee on Accreditation of Educational Programs for the EMS Professions (CoAEMSP) regarding the Emergency Medical Technician program. Following the recent decision of HLC to phase out the AQIP pathway, the College has been assigned to the Open Pathway with our next reaffirmation of accreditation occurring in 2027-28. A re-established Accreditation Committee began meeting in October 2018 with work under way for the College’s next Assurance Filing due in 2021-22. Finally, related to accreditation, the College submitted a requested Interim Report following the last onsite visit in February 2017 and is awaiting feedback.

We proudly introduced the new TCS2 report in November 2018, which provides progress updates on our 90/80/70 goals, as well as course completion and billing contact hours. This report is distributed monthly to the Board and employees. The College completed an application and was accepted into the HLC Assessment Academy, which provides a structured, mentor-facilitated program aimed at advancing and accelerating an institution’s efforts to assess student learning.

We successfully submitted all required compliance reports on time and with an increased focus on data validation this year. The Data Governance Committee has re-established a regular meeting and is focused on the quality of critical data, as well as the establishment and maintenance of a data dictionary and coding standards for compliance and operational reporting. The College engaged with ASR Analytics, who visited campus last month, to complete an assessment to determine the current state and future opportunities for improvement with respect to implementation of business intelligence (BI) practices at the College.

For the ensuing 12 months, we are looking forward to taking our journey with CQI to the next level. Specifically, we will be developing a quality improvement plan, which will be led by the Institutional Effectiveness Office; two Jackson College employees will undergo Peer Reviewer training with HLC; and the establishment of a work group to move ahead recommendations resulting from the ASR Analytics assessment will be undertaken.

**Institutional Context**

Jackson College is focused on continuous quality improvement (CQI). Our employees are actively engaged in a culture of innovation and are provided professional development opportunities which encourage continual improvement. Quality improvement is not just the responsibility of one department, but is needed across campus. Whether in Institutional Effectiveness when reporting internal or external data, in Student Services or Academics, we all play a role in quality and excellence. CQI is
one of the six key performance areas on the College’s Strategic Agenda, which clearly communicates to employees and the community that this is an institutional priority.

**External Context**

Jackson College is no different from other organizations who are on a continual quality improvement journey. Although we have the honor of being repeatedly benchmarked against, we also continually pursue new operational and learning opportunities. We seek out advice from other colleges, such as Odessa College and their 7-week semesters or customer service training from Disney. Below are some of the key challenges and opportunities identified:

**Challenges/Threats:**
- Increasingly competitive environment
- Escalating technological advancement
- Reduced cycle times
- New marketplace entrants
- Rising customer expectations
- Business model dynamics
- Lack of training in CQI
- Change-fatigue
- Potential employee disengagement

**Opportunities:**
- Professional development accessibility
- CQI tools
- Increased focus on innovative culture on campus
- Benchmarking other organizations
- Board-Owner linkage information
- Improved data analytics and business intelligence practices

**Institutional Performance Reporting**

**Accreditation Standing**

Jackson College remains in good standing with the Higher Learning Commission (HLC). At any point, one can view the College’s [Statement of Accreditation Status](#) on the website. In addition to the institution level accreditation, we maintain [16 program level accreditations](#). In June 2019 there will be an onsite visit from the Commission of Accreditation for Respiratory Care (CoArc). We are also working on a progress report due to the Committee on Accreditation of Educational Programs for the EMS Professions (CoAEMSP) for the Emergency Medical Technical program. That program also has a self-study due in October 2019, on which we are also currently working. This year, our Medical Assisting program received a very positive accreditation report from
the Commission on Accreditation of Allied Health Education Programs, which granted the program continuing accreditation through 2028.

Open Pathway
In June 2018, HLC announced that they are phasing out the AQIP Pathway, the College’s current accreditation methodology, based upon the principles of the Malcom Baldrige National Quality Award. On September 1, 2018, Jackson College was designated as accredited by the HLC under the Open Pathway methodology, a 10-year affirmation process. We were placed into this preferred Open Pathway methodology based upon our level of work. The Open Pathway is unique in that its improvement component, the Quality Initiative, affords institutions, like ours, the opportunity to pursue improvement projects that meet their current needs and aspirations...so there is a fair amount of similarity to our past practice. The next opportunity for pathway determination will be at our next reaffirmation of accreditation in 2027-28.

Accreditation Committee
An employee-based committee of 14 individuals was created and began meeting in October 2018. Each member of the committee went through a selective process to ensure they understood the aptitude of work needed and the level of involvement expected. The committee has begun working on preparing arguments for the Assurance Review that will be due in 2021-22.

HLC Interim Report
As a result of our onsite visit in February 2017, the College was asked to prepare an Interim Report on Criterion 4 (i.e., Academic Program Review), including the mapping of course prerequisites and learning outcomes across the curriculum, as well as the full implementation of assessment of student learning across the curriculum. Addressing the site team’s areas of concern, our report provided evidence that our program review process has restarted; program outcomes are in place; curriculum mapping and assessment are completed and accessible and improvement plans for non-secondarily accredited programs are developed. This report was completed and submitted on time. We are still awaiting response from the Commission on this report.

TCS2 Report
In collaboration, the Office of Information Technology and the Office of Institutional Effectiveness worked hard to develop the TCS2 Report (see Appendix B) which was released to the Board in November 2018. With TCS2 being the institutions top priority, we created a report that would hold the College accountable for achievement of our 90/80/70 goals. Each month this report is distributed to the Board, as well as the entire Jackson College community. There is complete transparency in relation to the goals of 90% fall to winter retention, 80% fall to fall retention and 70% completion rates. In addition to these measurements, this report also provides course success rates and billing contact hour progress. Report components were presented and discussed at Data Governance Committee meetings as well to ensure data definition alignment and to ensure an inclusive process was followed.
**Assessment Academy**

A central aspect of our commitment to student success is a critical focus on student learning. To support building a focus on student learning at Jackson College, and in light of HLC’s request for an interim report related to our program learning outcomes, the College applied for, and was accepted into, the HLC’s Assessment Academy. The Academy provides a structured, mentor-facilitated program aimed at advancing and accelerating an institution’s efforts to assess student learning. Our Academy Team has focused its work on strengthening our program learning outcomes. By design, this work will support and advance many of our student success initiatives, including Guided Pathways, 7-week terms, aligning degrees with industry-recognized credentials, and Competency-Based Education (CBE). A new and improved curriculum matrix tool has been developed by our Academy team and will be used for the 2019-2020 program review cycle. An overview of the Jackson College Assessment Academy work including timeline of goals, glossary, team members and resources can be found online.

**Compliance Report Outcomes**

Each year the College completes 47 external required compliance reports. All compliance reports have been submitted on time and with a high level of accuracy. One area of focus, over the last year, has been improvement of reporting efficiencies, with the goal of decreasing time spent on the process of creating reports gathering correct data and arriving at conclusions. Justin Gaeta, Coordinator of Institutional Effectiveness, has been documenting processes, establishing data definitions and business rules. Additionally, SPSS (software) has been established as the tool of choice for Institutional Effectiveness data work, which has led to significant time savings.

**Data Governance Committee**

With turnover and limited staffing, there was a lapse in IE meetings over the last year, however, the committee has now resumed their regular meetings. The purpose of the Data Governance Committee includes ensuring the quality of critical data, establishment and maintenance of a data dictionary and coding standards for compliance and operational reporting; and providing counsel to institutional ‘super users’ with appropriate use of data. In addition to the TCS2 report, additional agenda items this past year have been identification of student primary programs and primary pathway; and identifying staff for training to ensure student types are not overwrote incorrectly which can incorrectly impact billing charges.

**ASR Analysis for Business Intelligence**

The College recently engaged with ASR Analytics to undertaken an institutional assessment to determine the current state and future opportunities for improvement with respect to the implementation of business intelligence (BI) at the College. An ASR team spent two days on campus in February meeting with over 15 groups of employees to gather information for the assessment. The assessment model explored critical success factors in the areas of people, process and technology for the successful use of reporting and analytics. ASR will be on campus the end of April to present their findings and recommendations for improvement. We plan on establishing a working group to
advance BI once we receive these recommendations, as we want to ensure we do not lose traction on these opportunities for improvement.

Goals for the Next 12-Month Period

Develop a Quality Improvement Plan
With less staff and limited financial resources, now more than ever we must be looking at the organization through the lens of Lean Thinking. Institutional Effectiveness will be conducting research and developing a plan with the goal of streamlining processes, while improving quality.

HLC Peer Corps Training
As part of the Accreditation Committee work, having employees on staff who are trained as peer evaluators for the Higher Learning Commission will be extremely beneficial. This opportunity will broaden perspective and experience and bring new ideas back to Jackson College. In addition, this is also an opportunity for our employees to serve colleague schools while adding significant value in the process of assuring and improving quality in higher education. To become a peer reviewer, there is an application and training process. As of this, two employees, Sara Perkin and Dr. Stephen Young have been accepted into the next Peer Reviewer training program, which will be in the fall 2019. These peer reviewers will stand in addition to Dr. Phelan and Dr. Walraven, who are long-standing peer-reviewers for HLC. We will continue to encourage our employees to apply for this opportunity.

Establishment of Work Group for ASR Recommendation Implementation
After we receive recommendations from ASR Analytics, a work group will be formed to ensure the work continues. This group will be responsible for taking the recommendations and determining how they can become effectuated at the College. They will bring forward budget recommendations and pull together employees as needed to move this work forward.

Conclusion/Judgment

Improvements have been made over the last year, specifically related to accreditation planning and increasing efficiencies with compliance reporting. The College acknowledges that there is a Data Governance Committee in place and we are looking forward to improvements with data definitions and documentation of processes. We are also aware that there is still areas of weaknesses to address, hence the desire to engage with ASR Analytics for a BI assessment. With a stable Institutional Effectiveness Department and positive culture of the College, we are confident that we can continue in this journey on continuous quality improvement.
Appendices

Appendix A: External Content Resources

https://www.process excellence network.com/lean-six-sigma-business-performance/articles/five-barriers-to-continuous-improvement-vote-for-
http://www.phf.org/phfpulse/Pages/Top_Problems_Encountered_By_QI_T eams.aspx
https://leankit.com/learn/kanban/6-continuous-improvement-tools-and-techniques/
https://www.lean.org/WhatsLean/

Appendix B: TCS2 Report

<table>
<thead>
<tr>
<th>Fall 2018 Cohort Retention Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount: 5,055</td>
</tr>
<tr>
<td>Retained to Winter 2019 or Graduated: 3,556</td>
</tr>
<tr>
<td>Retained to Fall 2019 or Graduated: 80.00%</td>
</tr>
<tr>
<td>Retention Goal: 90.00%</td>
</tr>
<tr>
<td>Percent Retained: 78.26%</td>
</tr>
<tr>
<td>Variance between Retention Goal and Actual: -11.74%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall 2018 Cohort Graduates</th>
<th>Percent of Fall 2018 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2018: 174</td>
<td>3.44%</td>
</tr>
<tr>
<td>Winter 2019: 0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Spring 2019: 0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total: 174</td>
<td>3.44%</td>
</tr>
</tbody>
</table>

*The Fall 2018 Cohort excludes Guest Students and non-credit enrollments.
** Includes Cohort students graduating in Fall 2018.
*** Includes Cohort students graduating in Fall 2018, Winter 2019 or Spring 2019.

<table>
<thead>
<tr>
<th>Fall 2017 Cohort Retention Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount: 5,281</td>
</tr>
<tr>
<td>Retained to Winter 2016 or Graduated: 4,038</td>
</tr>
<tr>
<td>Retained to Fall 2016 or Graduated: 2,538</td>
</tr>
<tr>
<td>Retention Goal: 80.00%</td>
</tr>
<tr>
<td>Percent Retained: 75.89%</td>
</tr>
<tr>
<td>Variance between Retention Goal and Actual: -14.11% to -34.37%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fall 2017 Cohort Graduates</th>
<th>Percent of Fall 2017 Cohort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017: 170</td>
<td>3.22%</td>
</tr>
<tr>
<td>Winter 2016: 316</td>
<td>5.98%</td>
</tr>
<tr>
<td>Spring 2016: 144</td>
<td>2.73%</td>
</tr>
<tr>
<td>Total: 630</td>
<td>11.93%</td>
</tr>
</tbody>
</table>

*The Fall 2017 Cohort excludes Guest Students and non-credit enrollments.
** Includes Cohort students graduating in Fall 2017.
*** Includes Cohort students graduating in Fall 2017, Winter 2018 or Spring 2018.
College Level Course Success for 2018-2019

- All Semesters
  - Pass: 53.00%
  - Fall: 13.06%
  - Withdrawal: 6.79%

Developmental Course Success for 2018-2019

- All Semesters
  - Pass: 75.00%
  - Fall: 14.00%
  - Withdrawal: 10.51%

- Pass includes grades of 2.0 and higher, or a Passing (P) grade
- Fail includes grades of less than 2.0, or a Failing (F) grade
- Withdrawal is a Grade of Withdraw (W)

### Billing Contact Hours by Course Location

- **Central**, **Hillsdale**, **Jackson County**, **Lomax**, **Mattox**, **Online**, **Prison**

### Table

<table>
<thead>
<tr>
<th>Term</th>
<th>Headcount</th>
<th>Credit Hours</th>
<th>Billing Contact Hours (BCH)</th>
<th>% of Total BCH</th>
<th>Semester BCH Goal</th>
<th>% of Semester BCH Goal Net</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2018</td>
<td>5,217</td>
<td>45,690.00</td>
<td>49,171.42</td>
<td>48.03%</td>
<td>53,169.00</td>
<td>52.48%</td>
</tr>
<tr>
<td>Winter 2019</td>
<td>5,008</td>
<td>43,030.50</td>
<td>46,111.22</td>
<td>45.05%</td>
<td>48,429.00</td>
<td>95.19%</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>916</td>
<td>5,652.00</td>
<td>7,093.50</td>
<td>6.52%</td>
<td>16,540.01</td>
<td>42.82%</td>
</tr>
<tr>
<td>Total:</td>
<td>11,111</td>
<td>94,372.50</td>
<td>102,386.14</td>
<td>100.00%</td>
<td>118,215.01</td>
<td>96.64%</td>
</tr>
</tbody>
</table>

*Courses with No Location or Other have been removed from the results.

**Jackson County location primarily includes sections at the Jackson College Flight Center, clinical sites, Jackson Area Career Center and Jackson County high schools.**
TO: JC Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

<table>
<thead>
<tr>
<th>Subject to be Discussed and Policy Reference:</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.2  Monitoring CEO Performance: Treasurer's Report FY 2019 Q3 Report</td>
</tr>
<tr>
<td><strong>(BOARD POLICY: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Summary:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darrell Norris, the College’s Chief Finance Officer, will provide a brief overview of the Q3 financial status and respond to particular questions you may have.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Requested Board Action:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Taken:</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>
Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees

Prepared by the Business Office
March 31, 2019
Jackson College
Memo From Darrell Norris, Vice President of Finance
For the March 31, 2019 Financial Report

Following is the March 31, 2019 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2018-2019 Budget as adopted at the June 2018 Board of Trustees meeting.

Revenues

• **Contract Training** - Revenue is performing favorable to budget, recommend a budget adjustment.

• **Potter Center Activities** - Revenue is performing behind budget due to timing.

• **Miscellaneous Income** - Revenue is performing favorable to budget due to increased bad debt collections, recommend a budget adjustment.

• **Transfers** - JC Foundation support for SmartThink tutoring was a one time unplanned transfer, recommend a budget adjustment.

Expenses

• **Wages/Benefits** - Savings are attributable to vacant positions, we expect savings to get smaller as the fiscal year progresses. A budget adjustment is recommended.

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

• **Services** - Actuals are lower than planned budget, a budget adjustment is recommended.

• **Rent, utilities, insurance** - Actual expenses are lower than planned budget due to utility savings, a budget adjustment is recommended.

• **Other Operating Costs** - Actuals are lower than planned budget, a budget adjustment is recommended.

• **Capital Equipment** - Actuals are lower than planned budget, a budget adjustment is recommended.
Jackson College
Memo From Darrell Norris, Vice President of Finance
For the March 31, 2019 Financial Report

Other Notes

• **Cash and Investments** - The Board directed MiLAF investment strategy was operationalized in May 2018. At March 31, 2019 interest revenues have already exceeded $160,000. These earnings are designated for future operations.

• **Looking Ahead** - The College's revenues remain stable due to the addition of Summer Semester Pell Grants and the 2nd Chance Pell grant experiment. In the uncertainty that the 2nd Chance Pell Grant experiment will be made permanent, the College is adding expenses conservatively.
# Jackson College
## Revenue and Expense Statement
### General Fund - FY 19
#### For the Nine Months Ended March 31, 2019
##### Preliminary - Unaudited

<table>
<thead>
<tr>
<th></th>
<th>2018-2019 Original Budget</th>
<th>Actual Year to Date</th>
<th>Percentage of Budget</th>
<th>Planned Percentage to Date</th>
<th>Variance of Planned Percentage to Actual</th>
<th>Prior Year to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross tuition and fees</td>
<td>$27,720,000</td>
<td>$23,346,649</td>
<td>84.2%</td>
<td>86.0%</td>
<td>$(492,551)</td>
<td>$22,950,113</td>
</tr>
<tr>
<td>Less Institutional Scholarships</td>
<td>(900,000)</td>
<td>(787,011)</td>
<td>87.4%</td>
<td>86.0%</td>
<td>(13,011)</td>
<td>(1,017,357)</td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>$26,820,000</td>
<td>$22,559,638</td>
<td>84.1%</td>
<td>86.0%</td>
<td>$(505,562)</td>
<td>21,932,756</td>
</tr>
<tr>
<td>Housing</td>
<td>900,000</td>
<td>853,160</td>
<td>94.8%</td>
<td>95.0%</td>
<td>(1,840)</td>
<td>623,575</td>
</tr>
<tr>
<td>Property taxes</td>
<td>5,050,000</td>
<td>4,622,025</td>
<td>91.5%</td>
<td>91.0%</td>
<td>26,525</td>
<td>4,711,329</td>
</tr>
<tr>
<td>State appropriations</td>
<td>12,952,775</td>
<td>9,714,581</td>
<td>75.0%</td>
<td>75.0%</td>
<td></td>
<td>9,508,200</td>
</tr>
<tr>
<td>Contract training</td>
<td>100,000</td>
<td>113,896</td>
<td>113.9%</td>
<td>75.0%</td>
<td>38,896</td>
<td>71,570</td>
</tr>
<tr>
<td>Potter Center activities</td>
<td>447,000</td>
<td>321,721</td>
<td>72.0%</td>
<td>75.0%</td>
<td>(13,529)</td>
<td>303,346</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>620,000</td>
<td>481,187</td>
<td>77.6%</td>
<td>75.0%</td>
<td>16,187</td>
<td>651,799</td>
</tr>
<tr>
<td>Transfers</td>
<td>7,500</td>
<td>25,952</td>
<td>346.0%</td>
<td>75.0%</td>
<td>20,327</td>
<td>63,116</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>$46,897,275</td>
<td>$38,692,160</td>
<td>82.5%</td>
<td>80.1%</td>
<td>$(418,996)</td>
<td>37,865,691</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages</td>
<td>17,654,000</td>
<td>12,010,656</td>
<td>68.8%</td>
<td>73.1%</td>
<td>(748,217)</td>
<td>12,340,505</td>
</tr>
<tr>
<td>Retirement</td>
<td>4,846,449</td>
<td>3,315,865</td>
<td>68.4%</td>
<td>73.1%</td>
<td>(226,889)</td>
<td>3,392,737</td>
</tr>
<tr>
<td>Benefits</td>
<td>3,125,000</td>
<td>2,245,374</td>
<td>71.9%</td>
<td>75.0%</td>
<td>(98,376)</td>
<td>2,281,117</td>
</tr>
<tr>
<td>Services - Staffing Agency</td>
<td>4,591,500</td>
<td>3,195,678</td>
<td>69.6%</td>
<td>73.1%</td>
<td>(160,709)</td>
<td>3,286,215</td>
</tr>
<tr>
<td>Services</td>
<td>3,132,682</td>
<td>2,045,796</td>
<td>65.3%</td>
<td>75.0%</td>
<td>(303,716)</td>
<td>1,943,166</td>
</tr>
<tr>
<td>Materials</td>
<td>2,136,400</td>
<td>1,577,607</td>
<td>73.8%</td>
<td>75.0%</td>
<td>(24,693)</td>
<td>1,751,822</td>
</tr>
<tr>
<td>Rent, utilities, insurance</td>
<td>1,900,000</td>
<td>1,339,681</td>
<td>70.5%</td>
<td>75.0%</td>
<td>(85,319)</td>
<td>1,357,876</td>
</tr>
<tr>
<td>Other operating costs</td>
<td>3,614,393</td>
<td>2,267,031</td>
<td>62.7%</td>
<td>75.0%</td>
<td>(443,764)</td>
<td>2,256,600</td>
</tr>
<tr>
<td>Transfers</td>
<td>750,000</td>
<td>562,500</td>
<td>75.0%</td>
<td>75.0%</td>
<td></td>
<td>520,977</td>
</tr>
<tr>
<td>Transfers-debt service</td>
<td>4,600,713</td>
<td>3,450,533</td>
<td>75.0%</td>
<td>75.0%</td>
<td></td>
<td>3,245,500</td>
</tr>
<tr>
<td>Capital equipment</td>
<td>746,000</td>
<td>356,332</td>
<td>47.8%</td>
<td>75.0%</td>
<td>(203,168)</td>
<td>355,572</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$46,897,137</td>
<td>$32,367,055</td>
<td>69.0%</td>
<td>74.4%</td>
<td>$(2,294,851)</td>
<td>32,732,147</td>
</tr>
<tr>
<td><strong>Income over (under) expenses</strong></td>
<td>$ 138</td>
<td>$ 6,325,105</td>
<td></td>
<td></td>
<td>$ 1,875,855</td>
<td>$ 5,133,544</td>
</tr>
</tbody>
</table>
Jackson College
General Fund Revenue - FY 19
For the Nine Months Ended March 31, 2019

$38,692,160
Jackson College
General Fund Expenditures - FY 19
For the Nine Months Ended March 31, 2019

$32,367,055
# Jackson College

## Balance Sheet and Changes in Fund Balance - FY 19

**March 31, 2019**

**Preliminary - Unaudited**

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Endowment Fund</th>
<th>Debt &amp; Property Fund</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$7,321,264</td>
<td>$9,657,765</td>
<td>(197,962)</td>
<td>$11,544</td>
<td>$7,119,199</td>
<td>$528,874</td>
<td>$24,440,684</td>
</tr>
<tr>
<td>Investments</td>
<td></td>
<td></td>
<td>17,408</td>
<td></td>
<td></td>
<td></td>
<td>17,408</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>5,204,182</td>
<td>-</td>
<td>-</td>
<td>59,730</td>
<td>(1,205)</td>
<td>5,262,707</td>
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<tr>
<td>Inventories</td>
<td>27,796</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>27,796</td>
<td></td>
</tr>
<tr>
<td>Other assets</td>
<td>347,709</td>
<td></td>
<td>98,500</td>
<td></td>
<td>74,939,256</td>
<td></td>
<td>75,385,465</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>12,900,951</td>
<td>9,657,765</td>
<td>(99,462)</td>
<td>28,952</td>
<td>82,118,185</td>
<td>527,669</td>
<td>105,134,060</td>
</tr>
<tr>
<td><strong>Liabilities and Fund Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>162,906</td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
<td>162,906</td>
<td></td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>2,915,405</td>
<td></td>
<td>-</td>
<td>-</td>
<td>34,346,350</td>
<td>-</td>
<td>37,261,735</td>
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<tr>
<td>Deferred liabilities</td>
<td>2,514,177</td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
<td>2,514,177</td>
<td></td>
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<tr>
<td>Unearned revenue</td>
<td>185,703</td>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>185,703</td>
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<tr>
<td>Other liabilities</td>
<td>95,856</td>
<td></td>
<td>(13,092)</td>
<td></td>
<td></td>
<td></td>
<td>100</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>5,874,047</td>
<td></td>
<td>(13,092)</td>
<td></td>
<td>34,346,350</td>
<td></td>
<td>40,207,405</td>
</tr>
<tr>
<td><strong>Fund balance</strong></td>
<td>7,026,904</td>
<td>9,657,765</td>
<td>(86,370)</td>
<td>28,952</td>
<td>47,771,835</td>
<td>527,669</td>
<td>64,926,655</td>
</tr>
<tr>
<td><strong>Total liabilities and fund balance</strong></td>
<td>$12,900,951</td>
<td>$9,657,765</td>
<td>$(99,462)</td>
<td>$28,952</td>
<td>$82,118,185</td>
<td>$527,669</td>
<td>$105,134,060</td>
</tr>
</tbody>
</table>

**Beginning fund balance**

- Net investment in capital assets: $43,073,705
- Major Maintenance and Equipment Replacement: 1,543,979
- Restricted: 566,723
- Future Operations: 10,195,201

**Ending fund balance**

- Current year income: 63,746,755
- Current year expenses: 54,199,708

- Ending fund balance: 64,926,655
Jackson College
Balance Sheet
Building and Site Fund - FY 19
March 31, 2019
Preliminary - Unaudited

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

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

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Nine Months Ended March 31, 2019
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Balance</th>
<th>Revenue</th>
<th>Expenditures</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2018</td>
<td></td>
<td></td>
<td>March 31, 2019</td>
</tr>
<tr>
<td>Major Maintenance and Equipment Replacement</td>
<td>$1,543,979</td>
<td>$584,168</td>
<td>$377,099</td>
</tr>
<tr>
<td>Total</td>
<td>$1,543,979</td>
<td>$584,168</td>
<td>$377,099</td>
</tr>
</tbody>
</table>
# Jackson College

## Cash and Investments by Fund - FY 19

**March 31, 2019**

*Preliminary - Unaudited*

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Grants Fund</th>
<th>Endowment Fund</th>
<th>Building and Site</th>
<th>Physical Plant</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Petty Cash</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Cash-Comerica Bank Pooled</td>
<td>$5,059,369</td>
<td>$1,240,572</td>
<td>$471,090</td>
<td>$298,836</td>
<td>$11,544</td>
<td>$1,729,072</td>
<td>$5,390,127</td>
<td>$525,848</td>
<td>$14,726,458</td>
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<tr>
<td>Cash-Comerica Federal Funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash-So Mich National</td>
<td>$59,656</td>
<td>-</td>
<td>$3,430</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>$380</td>
<td>$63,086</td>
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<tr>
<td>VISA Account</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>$98,407</td>
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<tr>
<td>Cash-United Bank</td>
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<td>-</td>
<td>$9,250</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$77,267</td>
</tr>
<tr>
<td>Cash-Federal Stafford</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$9,087</td>
</tr>
<tr>
<td>Cash-Comerica State Wire</td>
<td>$2,057</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$2,057</td>
</tr>
<tr>
<td>Cash-Payroll</td>
<td>$285</td>
<td>-</td>
<td>(1,838,949)</td>
<td>(697,459)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,536,123)</td>
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<tr>
<td>JC One Card</td>
<td>$14,670</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$14,670</td>
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<tr>
<td>Ref Pay</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$5,073</td>
</tr>
<tr>
<td>Athletic Checking</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,362</td>
</tr>
<tr>
<td>Cultural Affairs Checking</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,878</td>
</tr>
<tr>
<td>MNJTP</td>
<td>-</td>
<td>-</td>
<td>1,545,109</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,545,109</td>
</tr>
<tr>
<td>Certificates of Deposit</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>251,655</td>
</tr>
<tr>
<td>MILAF</td>
<td>$2,000,000</td>
<td>$8,165,538</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>10,165,538</td>
</tr>
<tr>
<td>Insurance HRA</td>
<td>$4,870</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,870</td>
</tr>
<tr>
<td></td>
<td>$7,321,264</td>
<td>$9,657,765</td>
<td>(1,344,448)</td>
<td>$1,146,486</td>
<td>$11,544</td>
<td>$1,729,072</td>
<td>$5,390,127</td>
<td>$528,874</td>
<td>$24,440,684</td>
</tr>
</tbody>
</table>

## Investments

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Grants Fund</th>
<th>Endowment Fund</th>
<th>Building and Site</th>
<th>Physical Plant</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common Stock</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17,408</td>
</tr>
</tbody>
</table>

## Total Cash and Investments

<table>
<thead>
<tr>
<th></th>
<th>General Fund</th>
<th>Designated Fund</th>
<th>Restricted Fund</th>
<th>Grants Fund</th>
<th>Endowment Fund</th>
<th>Building and Site</th>
<th>Physical Plant</th>
<th>Activities Fund</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cash and Investments</td>
<td>$7,321,264</td>
<td>$9,657,765</td>
<td>(1,344,448)</td>
<td>$1,146,486</td>
<td>$20,952</td>
<td>$1,729,072</td>
<td>$5,390,127</td>
<td>$528,874</td>
<td>$24,458,092</td>
</tr>
</tbody>
</table>
Jackson College
Billing Contact Hours
March 31, 2019
Preliminary - Unaudited

<table>
<thead>
<tr>
<th>Semester</th>
<th>Budgeted FY 19</th>
<th>Actual FY 19</th>
<th>Actual Percentage</th>
<th>Actual FY 18</th>
<th>Prior Year Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall</td>
<td>51,985</td>
<td>49,328</td>
<td>94.9%</td>
<td>52,464</td>
<td>94.0%</td>
</tr>
<tr>
<td>Winter</td>
<td>48,442</td>
<td>46,039</td>
<td>95.0%</td>
<td>47,651</td>
<td>96.6%</td>
</tr>
<tr>
<td>Spring</td>
<td>17,723</td>
<td>-</td>
<td>0.0%</td>
<td>18,757</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>118,150</td>
<td>95,367</td>
<td>80.7%</td>
<td>118,872</td>
<td>80.2%</td>
</tr>
</tbody>
</table>

Billing Contact Hour Comparison

![Billing Contact Hour Comparison Chart]

- Actual FY 19
- Budgeted FY 19
- Actual FY 18
**TO:**  Jackson College Board of Trustees  
**FROM:**  Dr. Daniel J. Phelan, President

### Subject to be Discussed and Policy Reference:

| 14.1 Information Requested by the Board: CEO Report on Professional Engagement |
| (**BOARD POLICY**: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board) |

As requested by the Board, enclosed is a list of current professional engagement commitments. This information is being provided as a follow up to the Board Planning Session and conversation around my modest increase in involvement with the NC State Advisory Board and the launching of training/education programming.

### Resource Impact:

None

### Requested Board Action:

None

### Action Taken:

None
## Professional Commitments
### Daniel J. Phelan

<table>
<thead>
<tr>
<th>Year</th>
<th>AACC Board of Directors (Past President)</th>
<th>AACC (Commission Member)</th>
<th>AACC (Pathways Member)</th>
<th>AACC (Public Policy Group)</th>
<th>CQIN/AFIT (Board Member)</th>
<th>HERDI (Board Member)</th>
<th>NC State (Advisory Board)</th>
<th>Enterprise Group (Board Member)</th>
<th>MCCA (Board Member)</th>
<th>CCCSE (Board Member)</th>
<th>Phi Theta Kappa (Board Member)</th>
<th>Anchor Initiative (Board Member)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>-</td>
<td>AACC (Commission Member)</td>
<td>-</td>
<td>AACC (Pathways Member)</td>
<td>CQIN/AFIT (Board Member)</td>
<td>HERDI (Board Member)</td>
<td>NC State (Advisory Board)</td>
<td>Enterprise Group (Chairman)</td>
<td>MCCA (Board Member)</td>
<td>CCCSE (Board Member)</td>
<td>Phi Theta Kappa (Board Member)</td>
<td>Anchor Initiative (Board Member)</td>
</tr>
<tr>
<td>2018</td>
<td>-</td>
<td>AACC (Commission Member)</td>
<td>-</td>
<td>AACC (Pathways Member)</td>
<td>CQIN/AFIT (Board Member)</td>
<td>HERDI (Board Member)</td>
<td>NC State (Advisory Board)</td>
<td>Enterprise Group (Chairman)</td>
<td>MCCA (Board Member)</td>
<td>CCCSE (Board Member)</td>
<td>Phi Theta Kappa (Board Member)</td>
<td>Anchor Initiative (Board Member)</td>
</tr>
<tr>
<td>2019</td>
<td>Neg Reg (Non-Fed Negotiator)</td>
<td>AACC (Commission Member)</td>
<td>-</td>
<td>AACC (Public Policy Group)</td>
<td>CQIN/AFIT (Board Member)</td>
<td>HERDI (Chairman)</td>
<td>NC State (Advisory Board)</td>
<td>Enterprise Group (Chairman)</td>
<td>MCCA (Board Member)</td>
<td>CCCSE (Board Member)</td>
<td>Phi Theta Kappa (Board Member)</td>
<td>Anchor Initiative (Board Member)</td>
</tr>
<tr>
<td>2020</td>
<td>-</td>
<td>AACC (Commission Member)</td>
<td>-</td>
<td>AACC (Public Policy Group)</td>
<td>CQIN/AFIT (Board Member)</td>
<td>HERDI (Chairman)</td>
<td>NC State (Advisory Board)</td>
<td>Enterprise Group (Chairman)</td>
<td>MCCA (Board Member)</td>
<td>CCCSE (Board Member)</td>
<td>Phi Theta Kappa (Board Member)</td>
<td>Anchor Initiative (Board Member)</td>
</tr>
</tbody>
</table>
TO: Jackson College Board of Trustees  
FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

<table>
<thead>
<tr>
<th>14.2 Closed Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>(<strong>BOARD POLICY</strong>: EXECUTIVE LIMITATIONS: Communication and Counsel to the Board)</td>
</tr>
</tbody>
</table>

Executive Summary:

As provided by Public Act §15.268, Section 8, sub-section (c) for purposes of discussing negotiations of union collective bargaining agreements.

I hereby request closed hearing at this time for the above purposes. This requires an individual vocal affirmation.

Following the closed session the Board will need to return to open session and declare such thru a vocal individual affirmation.

Resource Impact:

None

Requested Board Action:

None

Action Taken:

No closed session was needed.