

# Jackson College Board of Trustees Meeting

Regular Meeting

January 09, 2023 06:30 PM



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(\*) Indicates a roll-call item

# Jackson College COVID-19 Protocol – 8.8.22



## ***Campus Arrival:***

- Emmons Road Entrance has been reopened

## ***Testing, Vaccinations & Illness:***

- Continue to test 3-5 days after travel or large gatherings (note: The Health Clinic has the Pfizer booster available, appointment needed)

## ***Classrooms & Campus Spaces***

- Masks are encouraged in larger spaces (e.g., fieldhouse, community rooms, Music Hall etc.).
- Masks may be required in certain areas such as Health Clinic, specific work spaces and full capacity classrooms. *Signs will be posted.*
- *We also highly encourage you to keep a mask on you at all times, should the spaces you visit necessitate the usage of one*

**As a matter of College Policy, at all times, all students, employees and visitors are required to remain off campus if they are exhibiting any level of illness, whether or not they believe it to be COVID-19.**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: January 9, 2023



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

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



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

Board of Trustees  
Jackson College, MI

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

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

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

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

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

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

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

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

### **III. Amendments:**

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

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

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

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

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: January 9, 2023



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

Subject to be Discussed and Policy Reference:
1.0 Call to Order & Pledge of Allegiance of the United States <b><u>BOARD POLICY:</u></b> 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:

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: January 9, 2023</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:
<p>2.0 Organized Election for Board Offices</p> <p><b><u>BOARD POLICY:</u></b> BOARD BY-LAWS</p>
Description:
<p>Every odd-numbered year, following November elections, and at the direction of the Acting Board Chair (i.e., the Executive Assistant to the President), the Board reorganizes itself around the following Board elected positions: Board Chairperson and Vice-Chairperson.</p> <p>For the purpose of initiating the reorganization process, I propose that Keith Everett Book serve as the Acting Board Chairperson and conduct the process of the election of the Chairperson for the January 2023-2024 period. Upon being duly elected, the new Chairperson will undertake the process leadership of the election for the Vice-Chairperson, as well as provide leadership for the balance of the meeting.</p>
Resource Impact:
None
Requested Board Action:
Executive of the 2023 organized election for Board offices.
Action Taken:



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
3.0 Adoption of Minutes 3.1 Regular Board Meeting of 11.14.22  <u><b>BOARD POLICY:</b></u> GOVERNANCE PROCESS: GP-01 Governing Style
<b>Description:</b>
<p>Attached are the minutes of the most recent 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 law, a preliminary draft of these minutes is posted within 10 days of each Board Meeting, and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of the minutes for approval to the formal record of the Board.
<b>Action Taken:</b>



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

Jackson College

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

11.14.22

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

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 11.14.22, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2<sup>nd</sup> Floor, Boardroom.

*Board Members Present:* Chairperson John Crist, Vice-Chairperson Sheila Patterson, Trustee Donna Lake, Trustee Sam Barnes, and Trustee Matt Heins

*Board Member Excused Absence:* Trustee Philip Hoffman, Trustee Christopher Simpson

*Others Present:* CEO Daniel Phelan, Ms. Cindy Allen, Mr. Jason Valente, Mr. John Globoker, Mr. Doug Yenor, Mr. Jeremy Frew, Ms. Julie Hand, Dr. Todd Butler, Ms. Kelly Crum, Ms. Ashley Van Heest, Ms. Heather Ruttkofsky, Ms. Nina Knight, and Mr. Keith Book.

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

### **ADOPTION OF MINUTES**

The draft minutes of the Regular Meeting of the Board of Trustees on 10.10.22 and the Fall Planning Session of the Board of Trustees on 10.18.22 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.

### **OWNERSHIP LINKAGE**

*PUBLIC COMMENTS:*

None

*CEO COMMENTS:*

CEO Phelan shared details of the 2022 International Education Week being conducted at Jackson College this week.

He highlighted that Jackson Public Schools, Hillsdale, and the Intermediate School District are currently being affected by ransomware. He noted that the College remains vigilant with its cyber-security work and includes a recently reworked comprehensive operational continuity plan. He also noted that the Leadership Council regularly practices desktop exercises to sharpen their skills with critical incident procedures.

CEO Phelan reminded the Board of the National Legislative Summit (NLS) being held once again in Washington DC this February. The Board will need to consider participation by December 14th if they would like to join CEO Phelan and Chairperson Crist at the Summit.

Lastly, CEO Phelan proudly presented Trustee Barnes with his Jackson College Certificate – Fundamentals of Engineering.

**BOARD COMMENTS:**

Chairperson Crist thanked Jackson College for allowing the Board to attend the ACCT Annual Conference in NYC this year. He expressed his enjoyment of presenting with CEO Phelan at the conference on Covenant Governance and noted that multiple Presidents and Trustees came up to him solely to express how lucky the College is to have such a nationally renowned and appreciated CEO as Dr. Phelan.

Trustee Lake also shared her appreciation for having attended the same conference, highlighting presentations given by Dr. Beverly Walker-Griffiea of Mott Community College and Dr. Chris Matheny of Fox Valley Technical College.

**LINKAGE COMMITTEE STATUS:**

Trustee Lake provided an update on communications with the participants in the Ownership Linkage focus groups, noting that a letter was sent to each participant describing how their input is informing Jackson College's strategic agenda.

Trustee Lake also suggested setting up a Spring visitation for these focus group participants. President Phelan suggested that this could be coordinated around the STEAM Factory ribbon cutting.

**ITEMS FOR DECISION**

**GOVERNANCE PROCESS ITEMS: GP-06 Audit Committee Terms of Reference – Policy Review:**

Policy GP-06 was considered by the Board for its regularly scheduled review.

**GOVERNANCE PROCESS ITEMS: GP-13 Special Rules of Order – Policy Review:**

Policy GP-13 was considered by the Board for its regularly scheduled review

**EXECUTIVE LIMITATIONS ITEMS: EL-07 Compensation & Benefits – Policy Review:**

Policy EL-07 was considered by the Board for its regularly scheduled review.

*EXECUTIVE LIMITATIONS ITEMS: EL-09 Organization Culture – Policy Review:*  
Policy EL-09 was considered by the Board for its regularly scheduled review.

*EXECUTIVE LIMITATIONS ITEMS: EL-07 Compensation & Benefits – Interpretations Review:*

CEO Phelan presented his tightened interpretations for Policy EL-07 to the Board for their regularly scheduled review. He noted specifically adding a comment in his interpretations on the reasonableness for each of the interpretations.

Trustee Barnes asked for CEO Phelan to determine if the current Jackson College employee wages kept employees 150% above the federal poverty level, within the same spirit as Jackson College works to only provide programs that would garner wages for graduating students that are 150% above the federal poverty level. CEO Phelan will add this research to his continual efforts with Ms. Cindy Allen to secure and attain talent.

*EXECUTIVE LIMITATIONS ITEMS: EL-09 Organization Culture – Interpretation Review:*

President Phelan presented his tightened interpretations for Policy EL-09 to the Board for their regularly scheduled review. He noted clarification language in his interpretations toward the efficacy of evidence.

**MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-06 AUDIT COMMITTEE TERMS OF REFERENCE WITHOUT AMENDMENTS, APPROVE POLICY GP-13 SPECIAL RULES OF ORDER WITHOUT AMENDMENTS, APPROVE POLICY EL-07 COMPENSATION & BENEFITS WITHOUT AMENDMENTS, APPROVE POLICY EL-09 ORGANIZATION CULTURE WITHOUT AMENDMENTS, ACCEPT THE CEO'S INTERPRETATIONS AS AMENDED FOR POLICY EL-07 COMPENSATION & BENEFITS, AND ACCEPT THE CEO'S INTERPRETATIONS AS AMENDED FOR POLICY EL-09 ORGANIZATION CULTURE.**

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

## **MONITORING CEO PERFORMANCE**

*MONITORING CEO PERFORMANCE: EL-04 Financial Conditions & Activities – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-04 Financial Conditions & Activities, indicating full compliance according to his previously approved interpretations.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO ACCEPT THE MONITORING REPORT FOR POLICY EL-04 FINANCIAL CONDITIONS & ACTIVITIES AS FULLY COMPLIANT.**

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

*MONITORING CEO PERFORMANCE: EL-08 Communication & Support to the Board – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-08 Communication & Support to the Board, indicating full compliance according to his previously approved interpretations.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO ACCEPT THE MONITORING REPORT FOR POLICY EL-08 COMMUNICATION & SUPPORT TO THE BOARD AS FULLY COMPLIANT.**

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

*MONITORING CEO PERFORMANCE: CEO Compliance Review:*

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

#### **INFORMATION REQUEST BY THE BOARD**

*Audit Report:*

Chairperson Crist reported out on the Audit Committee's meeting with a representative from the Rehmann auditing firm, sharing the Audit Committee's satisfaction with Rehmann's annual audit report of an unqualified, clean audit. The annual audit report was included in the full Board's packet prior to this meeting for their review. President Phelan acknowledged the superior efforts of Kim Abbott and her team in the Business Office on the audit process.

The Board shared no questions or concerns regarding the audit.

*Next Board Meeting Topics – January 9, 2023:*

President Phelan provided the members a portend of items that are to come at the 1.9.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are the currently anticipated topics:

- Policy & Interpretations Review: EL-10 Access to Education
- Policy Review: GP-14 Handling Operations Complaints
- Policy Review: GP-11 Linkage with Ownership
- Evidence Review: EL-09 Organization Culture
- Evidence Review: EL-07 Compensation & Benefits
- Survey Review: GP-06 Audit Committee Terms of Reference
- Survey Review: GP-13 Special Rules of Order
- Organized Election for Board Offices

- FY 2023 Q2 Financial Report
- Consideration of Spring Planning Session Date
- Consideration of Distinguished Service Award Nominations

Chairperson Crist took a moment to congratulate CEO Phelan on receiving the 2022 Harold White Diversity Achievement Award, presented on 10.19.22 at the 21st Annual Harold White Diversity, Inclusion, and Volunteer Awards Breakfast. This premier awards event recognizes leaders in Diversity, Inclusion, and Volunteer efforts in the City of Jackson.

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

#### *Principles of Policy Governance:*

Members noted that, in their view, the meeting went per plan utilizing the 10 principles of Policy Governance.

### **MEETING CONTENT REVIEW**

Trustees expressed that the content was sufficient.

### **ADJOURN**

**MOTION BY TRUSTEE LAKE** "To adjourn."

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

Meeting Adjourned at 6:58pm ET.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Declaration of Conflict of Interest*  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
<b>Description:</b>
<p>Consistent with Board Policy, By-laws, and the standard of the 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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Ownership Linkage 5.1 Public Comments (limit of 5 minutes per person)  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
<b>Description:</b>
<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 the Board Chair.</p> <p>The Chairperson may offer the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:  <b><i>"When addressing the Board, speakers are asked to be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></b></p> <p><b><i>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, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></b></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from persons wishing to address the Board.
<b>Action Taken:</b>



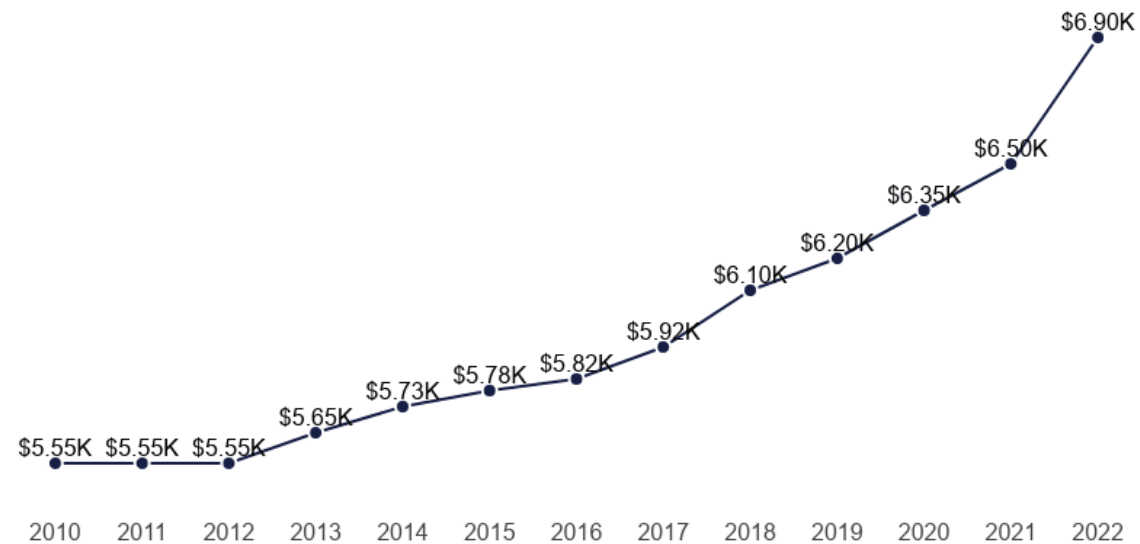
<b>Subject to be Discussed and Policy Reference:</b>	
5.0 Ownership Linkage 5.2 Board & CEO Comments	<p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference</p>
<b>Description:</b>	
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, members 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>	
<b>Resource Impact:</b>	
None	
<b>Requested Board Action:</b>	
Receive non-action item comments from members and/or the CEO.	
<b>Action Taken:</b>	



**Friday, December 23, 2023**

## I. DATAPOINT: Maximum Pell Grant Awards FY '10-'22

### **Timeline of Maximum Pell Grant Award**



Source: US Department of Education

The chart above was from the US DOE website. I thought you might be interested to know that, nationwide, 34% of undergraduate students receive a Pell grant. The average Pell Grant award is \$4,166, and 48% of Pell Grant funds go to students whose families earn less than \$20,000 annually – the largest majority. The maximum amount an individual can receive from the Pell Grant in FY '22 is \$6,895. Nationally, 68% of Pell Grant funds go to students attending public universities...

## II. NATIONAL MATTERS:

**OMNIBUS APPROPRIATIONS BILL UPDATE:** The 4,155-page spending plan, was approved by the Senate Yesterday, and then they recessed. It is expected that the House will concur sometime today. In addition to avoiding a government shutdown, there are a number of other provisions that will impact our fair College:

- An increase to the maximum Pell Grant award to \$7,395—a \$500 increase. We have not seen that kind of increase in this program for over a decade (see the graph).



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

Subject to be Discussed and Policy Reference:	
5.0	Ownership Linkage
5.3	Ownership Linkage Committee Status
<b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference	
Description:	
This item is placed on the agenda for both Chairperson Crist and Trustee Lake, as co-chairs of the Committee, to provide an update of the Ownership Linkage Committee and receive any Board comment.	
Resource Impact:	
None	
Requested Board Action:	
Consider update from Trustees regarding Ownership Linkage progress.	

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>6.0 Items for Decision</p> <p>6.1 Governance Process</p> <p>6.1.1 GP-11 Board Linkage with Ownership – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
<b>Description:</b>
<p>Linked for its regularly scheduled review is policy GP-11. It can be viewed <a href="#">here</a>.</p> <p>At this time, I am not recommending any changes, nor have I received any recommendations for change from members.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy GP-11 Linkage with Ownership.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>6.0 Items for Decision</p> <p>6.1 Governance Process</p> <p>6.1.2 GP-14 Handling Operational Complaints – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-14 Handling Operational Complaints</p>
<b>Description:</b>
<p>Linked for its regularly scheduled review is policy GP-14. It can be viewed <a href="#">here</a>.</p> <p>At this time, I am not recommending any changes, nor have I received any recommendations for change from Members.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy GP-14 Handling Operational Complaints .
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: January 9, 2023



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

Subject to be Discussed and Policy Reference:
6.0 Items for Decision 6.1 Governance Process 6.1.3 GP-15 Handling Alleged Policy Violations – Policy Review*  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-15 Handling Alleged Policy Violations
Description:
Linked for its regularly scheduled review is policy GP-15. It can be viewed <a href="#">here</a> .  At this time, I am not recommending any changes, nor have I received any recommendations for change from Members.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy GP-15 Handling Alleged Policy Violations.
Action Taken:

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.1 EL-10 Access to Education – Policy Review*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-10 Access to Education
<b>Description:</b>
Enclosed for its regularly scheduled review is policy EL-10 Access to Education.  I am recommending the tracked changes you see in the enclosed document for your consideration.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy EL-10 Access to Education.
<b>Action Taken:</b>



Governance Process	Ends
Board- President Delegation	Executive Limitations

### BOARD OF TRUSTEES POLICY

**Policy Type:** Executive Limitations

**Policy Title:** Access to Education

**Policy Number:** EL-10

**Date Adopted:** 11/11/19

**Version:** 1.0

**Date Last Reviewed:** 2/09/22

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

The President shall not allow conditions that unnecessarily restrict student or potential student access to education.

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

- ~~Cause or allow the setting of tuition and/or fees that are not based on the nature and number of instructional hours, prior learning assessment, competency requirements, assessment, requirements for special services, requirements for total cost recovery, or a contribution to the overhead of the College. Such tuition and fee setting should provide, and a reasonable balance of fiscal responsibility between students and taxpayers, within the context of facilitating access to programs and courses.~~ **Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, do not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**
- Allow students and potential students to be uninformed of plans for future tuition and/or fee increases to allow students in ~~credit~~ educational programs to do long-term financial planning.
- Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.
- Permit academically qualified students with disabilities, or insufficient economic means, to be without a supportive environment that, without compromising academic standards, wherever possible enables them to complete their educational programs.
- Permit activities, circumstances, or decisions that jeopardize the ability of students to enroll in available courses, programs, or assessments, or to obtain the instructional hours required to complete their course of studies.

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Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
2.1.21	1.0	Regular Review – Approved	Chief of Staff
2.09.22	1.0	Regular Review – Approved	CEO

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.2 EL-10 Access to Education – Interpretations Review*  <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-10 Access to Education
<b>Description:</b>
Enclosed for its regularly scheduled review are my interpretations for policy EL-10 Access to Education.  I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending my interpretations for policy EL-10 Access to Education.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Monitoring Report: EL – 10 Access to Education

Report Date: 01.09.23

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

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy: "Access to Education". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

---

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

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Date

**POLICY STATEMENT: The President shall not allow conditions that unnecessarily restrict student or potential student access to education.**

INTERPRETATION:

I report full compliance with this policy statement unless specified within the following report.

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

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, do not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

INTERPRETATION:

Compliance will be demonstrated when, prior to setting tuition and fees:

- a) Billing contact hours have been forecasted;

- b) State appropriations have been estimated;
- c) Requirements to meet union contracts have been calculated;
- d) Projected costs for major strategic initiatives have been estimated;
- e) Contribution to overhead has been calculated; and
- f) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed.

This interpretation is reasonable because it ensures a solid process for determining an appropriate tuition and fee structure, and where possible, provides comparisons to like-sized peers in the State.

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**2. Allow students and potential students to be uninformed of plans for without timely notice of future tuition and/or fee increases to allow students in educational programs to do long-term financial planning.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College has a communication process in place to share new tuition and fees rates with students.

This interpretation is reasonable because it ensures prompt and consistent communication methods with students to inform them of tuition and fee changes.

**3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College has a policy in place to recognize and award prior learning and competencies opportunities for students, using accepted higher education methods.
- b) The College has a policy in place to recognize the transfer of credits from other institutions.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of learning knowledge and competency that has occurred outside of the College's own instructional programs in a manner that is broadly accepted in higher education.

**4. Permit academically qualified students with disabilities, or insufficient economic means, to be without a supportive environment that, without compromising academic standards, wherever possible, enables them to**

complete their educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides reasonable support services ~~in place~~ for students with disabilities to ensure they have opportunity for academic success.
- b) The College provides clear communication to students how they can receive financial aid assistance.
- ~~b)c)~~ The College leverages additional resources from the College's Foundation, and other sources to assist students with limited financial means.

This interpretation is reasonable because it ensures needed support services and information is available to students who might otherwise be precluded from achieving success due to financial, mental, physical ~~keep students from having and other related~~ barriers.

- 5. **Permit activities, circumstances, or decisions that jeopardize the ability of students to enroll in available courses, programs, or assessments, or to obtain the instructional hours required to complete their course of studies.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student to be academically/instructionally stranded.
- b) Students are ~~placed in~~ offered alternative courses when a course is cancelled.
- c) A policy is in place that allows students, called to active military duty, support and guidance to withdrawal from classes in order to serve their country.
- d) Prior learning and/or competency assessments are available to students.
- ~~e)e)~~ The college provides a wide variety of ground-based, internet-based, and hybrid educational options for students.

This interpretation is reasonable because it considers factors outside of the student's control that may impact their program completion.



## Jackson College Board of Trustees

### Monitoring Report: EL – 10 Access to Education

Report Date: 01.09.23

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

I hereby present to the Jackson College Board of Trustees this monitoring report which addresses the Board's Executive Limitations Policy: "Access to Education". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

---

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

---

Date

**POLICY STATEMENT: The President shall not allow conditions that unnecessarily restrict student or potential student access to education.**

INTERPRETATION:

I report full compliance with this policy statement unless specified within the following report.

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

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, do not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

INTERPRETATION:

Compliance will be demonstrated when, prior to setting tuition and fees:

- a) Billing contact hours have been forecasted;

- b) State appropriations have been estimated;
- c) Requirements to meet union contracts have been calculated;
- d) Projected costs for major strategic initiatives have been estimated;
- e) Contribution to overhead has been calculated; and
- f) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed.

This interpretation is reasonable because it ensures a solid process for determining an appropriate tuition and fee structure, and where possible, provides comparisons to like-sized peers in the State.

**2. Allow students and potential students to be uninformed of plans for future tuition and/or fee increases to allow students in educational programs to do long-term financial planning.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a communication process in place to share new tuition and fees rates with students.

This interpretation is reasonable because it ensures prompt and consistent communication methods with students to inform them of tuition and fee changes.

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INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a policy in place to recognize and award prior learning and competencies for students, using accepted higher education methods.
- b) The College has a policy in place to recognize the transfer of credits from other institutions.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of knowledge and competency that has occurred outside of the College's own instructional programs in a manner that is broadly accepted in higher education.

**4. Permit academically qualified students with disabilities, or insufficient economic means, to be without a supportive environment that, without compromising academic standards, wherever possible, enables them to complete their educational programs.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College provides reasonable support services for students with disabilities to ensure they have opportunity for academic success.
- b) The College provides clear communication to students how they can receive financial aid assistance.
- c) The College leverages additional resources from the College's Foundation, and other sources to assist students with limited financial means.

This interpretation is reasonable because it ensures needed support services and information is available to students who might otherwise be precluded from achieving success due to financial, mental, physical and other related barriers.

**5. Permit activities, circumstances, or decisions that jeopardize the ability of students to enroll in available courses, programs, or assessments, or to obtain the instructional hours required to complete their course of studies.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student to be academically/instructionally stranded.
- b) Students are offered alternative courses when a course is cancelled.
- c) A policy is in place that allows students, called to active military duty, support and guidance to withdrawal from classes in order to serve their country.
- d) Prior learning and/or competency assessments are available to students.
- e) The college provides a wide variety of ground-based, internet-based, and hybrid educational options for students.

This interpretation is reasonable because it considers factors outside of the student's control that may impact their program completion.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>6.0 Items for Decision</p> <p>6.2 Executive Limitations</p> <p>6.2.3 EL-00 General Executive Constraint – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-00 General Executive Constraint</p>
<b>Description:</b>
<p>Enclosed for special review is policy EL-00 General Executive Constraint.</p> <p>Our legal counsel, Bill Abbott, highly recommends truncated language to eliminate ambiguity.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy EL-00 General Executive Constraint.
<b>Action Taken:</b>



Governance Process	Ends
Board- President Delegation	Executive Limitations

### General Executive Constraint

**Policy Type:** Executive Limitations

**Policy Title:** General Executive Constraint

**Policy Number:** EL-00

**Date Adopted:** 11/11/19

**Version:** 1.0

**Date Last Reviewed:** 6/13/22

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

The President shall not cause or allow any practice, activity, decision or organizational circumstance which is ~~either unlawful, imprudent or in violation of commonly accepted business and professional ethics.~~

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>7.0 Consent / Required Approval Agenda</p> <p>7.1 Board Consideration</p> <p>7.1.1 Board Spring Planning Session Date – 4.7.23</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<b>Description:</b>
<p>Each year in March or April the Board conducts a Spring Planning Session. Prior to this meeting, dates were offered to the Board for their consideration via an electronic survey. Of the dates offered, most Trustees were available on 4.7.23, 8am-12pm.</p> <p>I propose that this meeting allow members of my Leadership Team to be present. I also propose the meeting site as being in the Bert Walker Hall Community Rooms.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Approve the Board's Spring Planning Session Date of 4.7.23, 8am-12pm.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

Subject to be Discussed and Policy Reference:	
7.0	Consent / Required Approval Agenda
7.1	Board Consideration
7.1.2	Board Summer Retreat Date – 6.23.23
<b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda	
Description:	
<p>Each year in June, July, or August the Board conducts a Summer Retreat. Prior to this meeting, dates were offered to the Board for their consideration via an electronic survey. Of the dates offered, most Trustees were available on 6.23.23, 8am-2pm.</p> <p>As in the past, I ask that this meeting be restricted to the Chief Executive and my Executive Assistant. I further propose that this event be held at the Wickwire House.</p>	
Resource Impact:	
None	
Requested Board Action:	
Approve the Board’s Summer Retreat Date of 6.23.23, 8am-2pm.	
Action Taken:	

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>	
7.0	Consent / Required Approval Agenda
7.1	Board Consideration
7.1.3	Distinguished Service Award Nominations
	<b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS – Communication & Support to the Board
<b>Description:</b>	
<p>This time has been set aside to allow for recommendations for the Board's Distinguished Service Award for 2023.</p> <p>Enclosed is the criteria for the award and a list of prior year recipients as a reference for you.</p> <p>In 2022, the following names were considered prior to awarding Leland Bassett:</p> <ul style="list-style-type: none"> <li>• Frank Dick</li> <li>• Martha Petry</li> <li>• Phil Moilanen</li> <li>• Ed Mathein</li> </ul>	
<b>Resource Impact:</b>	
None	
<b>Requested Board Action:</b>	
Discussion of Distinguished Service Award recipient for 2023.	
<b>Action Taken:</b>	

## **Distinguished Service Award**

*January 9, 2023*

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The Distinguished Service Award is the highest honorary award made by the Board of Trustees.

In January, board members are asked to consider nominees for the Distinguished Service Award, with the president providing names for deliberation. Final consideration and selection of the Distinguished Service Award recipient will be brought forth for action in March, with the award(s) being made at commencement services.

The criteria for nominations are quite simple and have consistently been worded as follows:

In recognition of **the care and** concern for **the** welfare and educational advancement of the residents of this community **that** has been expressed, in part, through the institution now bearing the name of Jackson Community College, this Certificate of Distinguished Service is awarded to \_\_\_\_\_ whose name shall always be held in high esteem by the College and the Board of Trustees.

Thus, the award is recognition for service both to the community and to the College.

**AWARD FOR DISTINGUISHED SERVICE****June 13, 1966**

Edward O. Marsh  
(Posthumous)

John George (D)  
Harold Steele (D)  
Justin R. Whiting (D)  
Norman E. Leslie (D)  
Harvey T. Woodfield (D)  
Jay F. Clark (D)  
George L. Greenawalt (D)  
Harold R. Leslie (D)  
Ralph D. McLeary (D)  
Frederick A. Probert (D)  
J. Sterling Wickwire (D)

**June 12, 1967**

Ray W. Herrick (D)  
Lyle A. Tarrant (D)  
W. Keith McNally (D)  
Frank J. Dove (D)

**June 9, 1969**

James P. Graham (D)  
Bert H. Walker (D)  
Florence Jack Price (D)  
Dr. William N. Atkinson (D)  
Leona Atkinson (D)

**May 10, 1971**

Alphonse H. Aymond (D)  
Leo J. Brannick (D)  
J. Ward Preston (D)  
Wilferd P. Rayner (D)  
Harry G. Ziegler (D)

**May 8, 1972**

James N. Folks (D)  
Theron B. (Rollo) Sims (D)  
William J. Jefferson (D)

**March 12, 1973**

Elwin T. Ruffner (D)  
Louis H. Leggett (D)  
Kae Marcoux (D)  
Rep. Hal Ziegler (D)

**1974**

None

**April 30, 1975**

Yulah Barnes (D)  
Charles O. Conrad (D)  
William J. Ogden (D)  
Louise Riggs (D)

**April 28, 1976**

Anthony P. Hurst  
Dr. William M. Lannik (D)  
Arthur T. Dolan (D)

**April 29, 1977**

Ruth M. Day (D)  
Betty L. Giguere/Desbiens  
Harold Rosier (D)  
Waunetta Rosier (D)

**November 23, 1977**

Al Cotton (D)

**April 27, 1978**

Robert E. Snyder (D)  
E. Dean Edwards (D)  
Richard Cowley (D)

**May 2, 1979**

J. C. Drake (D)  
Marvin Raguse (D)  
Hugh D. Federer (D)  
Edwin C. Hetherwick (D)

**April 30, 1980**

John V. Kopplin (D)  
Richard C. Deming (D)

**1981**

Harold Sheffer (D)

**1982**

None

**1983**

Maxwell E. Brail (D)

Richard Firestone	(D)	<b><u>1997</u></b>	
Donald P. Troyer	(D)	Mark K. Rosenfeld	
<b><u>1984</u></b>		<b><u>1998</u></b>	
Terry McLaughlin	(D)	Lawrence L. Bullen	
<b><u>1985</u></b>		George Raven	(D)
John Selby	(D)	Barbara Raven	(D)
Walter Berlet	(D)	<b><u>1999</u></b>	
Myrna Berlet	(D)	Michael Baughman	
<b><u>1986</u></b>		Victor Cuiss	(D)
Anthony Consolino	(D)	<b><u>2000</u></b>	
Rep. Michael Griffin		Clyde E. LeTarte	(D)
<b><u>1987</u></b>		<b><u>2001</u></b>	
Rep. Phil Hoffman		None	
<b><u>1988</u></b>		<b><u>2002</u></b>	
M. P. (Pat) Patten	(D)	Rick Davies	
<b><u>1989</u></b>		<b><u>2003</u></b>	
Betsy W. Dolan	(D)	Bill Sigmand	(D)
John Dabbert	(D)	Jerry Kratz	(Posthumously)
<b><u>1990</u></b>		Fred Slete	
William Maher	(D)	<b><u>2004</u></b>	
<b><u>1991</u></b>		Georgia Fojtasek	
Lois Franklin	(D)	<b><u>2005</u></b>	
Myer Franklin	(D)	John Crist	
Howard Patch		<b><u>2006</u></b>	
<b><u>1992</u></b>		Dale Smith	(D)
Bernard H. Levy		<b><u>2007</u></b>	
<b><u>1993</u></b>		George Potter	
<b><u>1994</u></b>		<b><u>2008</u></b>	
Betsy W. Dolan	(D)	R. Dale Moretz	
<b><u>1995</u></b>		Charles E. Anderson	
Robert L. Johnson		<b><u>2009</u></b>	
Jacqueline Dulworth (Posthumous)		Dennis DaPra	
Frank Meyers	(D)		
<b><u>1996</u></b>			
Dr. Roderick D. Riggs	(D)		

Tony Dungy  
Dr. Harish Rawal

**2010**

Rep Mike Simpson (Posthumously)

**2011**

Henry C. Zavislak

**2012**

Senator Mike Nofs

**2013**

Representative John Walsh

**2014**

Karen Dunigan (Posthumously)

**2015**

Reverend Frank Hampton (D)

**2016**

Christine Medlar

**2017**

Karen Hawley  
Bart Hawley

**2018**

Kirk Mercer

**2019**

Senator Mike Shirkey

**2020**

Evelyne Jones  
Dr. Albert Krieger

**2021**

Greg O'Connor

**2022**

Leland Bassett

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: January 9, 2023</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:	
7.0	Consent / Required Approval Agenda
7.1	Board Consideration
7.1.4	JPEC Board Member Nomination*
	<b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS – Communication & Support to the Board
Description:	
<p>Enclosed for the Board's consideration is the JPEC Academy Board's nomination of Eric Beda to serve as a member of the JPEC Board of Governors.</p> <p>I will have met with Mr. Beda by this January 9<sup>th</sup> Board meeting and have a recommendation for your at that time.</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of Eric Beda's nomination.	
Action Taken:	



January 1st, 2022

Daniel J. Phelan, Ph.D.  
President  
Jackson College  
2111 Emmons Road  
Jackson, MI 49201

Dear Dr. Phelan:

On Monday, October 24th, 2022, the Jackson Preparatory & Early College Board of Governors passed a resolution to nominate Eric Beda to serve as a member of the JPEC Board. The Board adopted the resolution to fill the currently vacant prior resignations.

Eric has a distinguished career in entrepreneurship, non-profit, and education leadership roles. Currently, he is the Founder and CEO at Beda Family Agency, a Farm Bureau Insurance agency with multiple locations in South Central Michigan. In this role, he oversees the strategic direction of the organization's two locations and is appreciated by clients for his interpersonal connection, unconventional perspectives, and depth of "real world" executive experience. Eric is also a licensed minister and serves as Assistant Pastor at a local church in Jackson, Michigan, where he leads over seven ministries, including international work.

Previously, Eric served as Director of Diversity at Spring Arbor University, where he led diversity strategic initiatives and a team that organized 30 cultural heritage events annually, featuring keynote speakers such as U.S. Ambassador Andrew Young and the late U.N. Ambassador David Rawson. Earlier in his career at the university, Eric rose through the ranks, transitioning from the student affairs department to the President's Leadership team. He developed a student success bridge program that supported over 200 underserved students and improved the 4-year graduation rate from 18% to 44% in 5 years. He also connected business, politicians, and educators across the state of Michigan to discuss issues in higher education.

Eric began his career in wholesale fuel operations with Consumers Energy, where he ultimately led efforts in supplier relationships and supplier contract negotiations. He holds an MBA from Spring Arbor University, a BS from Michigan State University, and is an insurance professional.

In addition to his work and ministry, Eric serves on several boards of directors, including the Jackson County Planning Commissioners, Junior Achievement of Michigan, Christ Centered Homes, Advocate and Leadership for Police and Community Trust and the Student Statesman Institute. He also chaired the first Jackson County Commissioners Diversity Committee. Eric is fluent in French and conversational in Japanese. He is married to his lovely wife, attorney Kristina, and they have five daughters.

As defined by the JPEC Bylaws, the Academy Board is by resolution kindly submitting for yours and the Jackson College Board of Trustees review, Eric Beda's nomination for appointment to the JPEC Board of Governors. Thank you for this consideration.

Sincerely,

Jonathon Marowelli  
President  
Jackson Preparatory & Early College

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: January 9, 2023</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:
<p>7.0 Consent / Require Approval Agenda</p> <p>7.1 Board Consideration:</p> <p>7.1.5 Comerica JFund Authorization*</p> <p><b>(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board)</b></p>
Description:
<p>Enclosed for your consideration is a resolution for political subdivision – Comerica Bank for Jackson College which would allow the College to invest cash currently in the General Checking Account into The Comerica Government Cash Investment Fund (the “JFund”). The JFund maintains immediate liquidity for the College as the General Checking Account and JFund work synchronously with a daily sweeping between funds. Most recent interest rate on the JFund was 3.78%. This investment strategy enables the College to maintain its liquidity all while earning interest on the cash reserves.</p>
Resource Impact:
<p>None</p>
Requested Board Action:
<p>Consideration of resolution to authorize implementation of a Comerica JFund.</p>
Action Taken:



**RESOLUTION FOR POLITICAL SUBDIVISION  
COMERICA BANK**

**RESOLVED:**

1. That Comerica Bank, a Texas banking association (the "Trustee"), is hereby designated as Trustee on behalf of Jackson College (the "Local Unit") and authorized to accept up to all of the Local Unit's Surplus Funds, as defined in Michigan Public Act No. 367 of the Public Acts of 1982 (the "Act").
2. That the Treasurer of the Local Unit, or the individual acting in the official capacity of CFO, is hereby authorized to enter into a trust agreement with the Trustee (insert title) providing for the investment of Surplus Funds in accordance with the Act.
3. That any other authorizations or directions required to be signed or given in connection with the intent of this resolution may be signed or given from time to time by the Treasurer, or any individual then acting in any one of the following official capacities: (Please check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Finance Director           | <input type="checkbox"/> Mayor  |
| <input type="checkbox"/> Assistant Finance Director | <input type="checkbox"/> Supervisor   |
| <input type="checkbox"/> Deputy Treasurer           | <input checked="" type="checkbox"/> Other: <u>Comptroller, CFO, President</u> |
| <input type="checkbox"/> City Manager               |   |

Whose signature(s) shall be duly certified to the Trustee, and the Trustee is hereby authorized to accept any Surplus Funds for investment in accordance with the Act and any agreement entered into between the Local Unit and the Trustee in connection therewith.

4. These Resolutions shall continue in force until notice to the contrary in writing is duly served on the Trustee (such notice to have no effect on any action previously taken by the Trustee in reliance on these Resolutions).
5. Any person, corporation or other legal entity dealing with the Trustee may rely upon a certificate signed by an officer of the Trustee to effect that these Resolutions and any agreement, instrument or document executed pursuant to them are still in full force and effect and binding upon the Local Unit.

**TO COMERICA BANK:**

I, the undersigned, do hereby certify that I am the duly elected, qualified and acting **Chairperson** of

Board of Trustees of Jackson College  
Name of Legislative Body Name of Public Entity

and that the foregoing is a true and correct copy of the resolutions adopted by said body at a duly convened meeting of said body held on the 9th day of January, 2023, that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, that the minutes of said meeting were kept and will be or have been made available as required by said Act, and that the same are in full force and effect as of the date hereof and have not been modified.

**IN WITNESS WHEREOF**, I have hereunto set my hand as Chairperson this 9th day of January, 2023

\_\_\_\_\_  
**Signature of Chairperson**

Troy\_621709\_1

**Comerica Government Cash Investment Fund**

As of March 31, 2022

**Fund Category**

Short-term cash

**Fund Description**

The Comerica Government Cash Investment Fund (the "JFund") seeks as high a level of current income as is consistent with maintaining capital and liquidity and the maintenance of a stable \$1.00 per share net asset value ("NAV"). Investments are made in a broad range of short-term, high quality securities denominated in U.S. dollars. All securities held in the Fund mature in 365 days or less. The fund may not exceed a 60-day dollar weighted average portfolio maturity. All investments shall comply with the provisions of Michigan Public Act 20 of 1943.

**Investment Strategy**

The key objectives of the investment account assets are to assure all cash is invested in a timely manner; maintain a diversified portfolio of credit quality instruments; and maintain adequate liquidity while safeguarding the return of principal and achieve a maximization of current income within risk parameters. The portfolio invests principally in high quality, short-term securities instruments including, but not limited to,

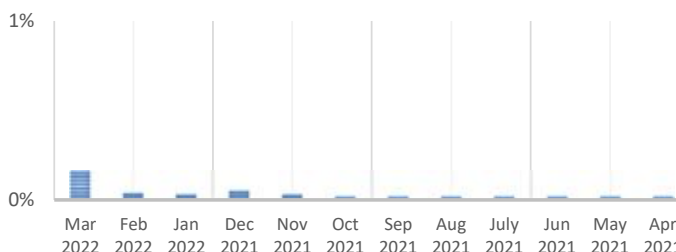
- Certificates of deposit, savings accounts, deposit accounts or depository receipts of a financial institution;
- Bonds, securities or other obligations of the U.S. or an agency or instrumentality of the U.S.;
- Commercial Paper (270 day maximum security);
- Repurchase Agreements of the U.S. or an agency or instrumentality of the U.S.;
- Bankers' Acceptances of U.S. banks;
- Mutual Funds registered under the federal Investment Company Act of 1940;
- Investment pools organized under the Surplus Funds Investment Pool Act;
- Investment pools organized under the Local Government Investment Pool Act.

**Annual Fees and Expenses**

Annual fund operating expenses <sup>1</sup>	0.20%
Expense per \$1,000	\$2.00

<sup>1</sup> As of 12/31/2021

Periodically based on market conditions, Comerica may elect to waive a portion of its cash management fee.

**Yields****Monthly Yields**

Period	% *	Period	% *
March 2022	0.16%	September 2021	0.01%
February 2022	0.04%	August 2021	0.01%
January 2022	0.03%	July 2021	0.01%
December 2021	0.05%	June 2021	0.01%
November 2021	0.03%	May 2021	0.01%
October 2021	0.01%	April 2021	0.02%

**12 Month Average Yield**

December 2021	0.02%
December 2020	0.44%
December 2019	2.04%

\*30 day simple and simple monthly yields are the sum of the distribution rates for the number of days in the yield period annualized by 365 and divided by NAV.

**Fund Information**

Sub advisor	RBC Global Asset Management (U.S.) Inc.
CUSIP	CMMM06012
Total Net Assets (\$MM)	\$669
Trustee	Comerica Bank & Trust, N.A.
Vehicle type	Common Trust Fund
Inception	December 1983
Share Price	\$1.00
Weighted Average Maturity	24 days
Weighted Average Life	40 days

Yields are net of expenses and assume reinvestment of all interest & dividends. Past performance is no guarantee of future results. Non-deposit investment products are not insured by the FDIC; are not deposits or other obligations of, or guaranteed by Comerica Bank or any of its affiliates; and are subject to investment risks, including possible loss of the principal invested.

The Fund is regulated by the Office of the Comptroller of the Currency, is not a "money market fund" registered with the Securities and Exchange Commission, and is not subject to the same rules and limitations that apply to such funds. There can be no assurance that the Fund will maintain a stable net asset value.

The fund's trustee, Comerica Bank & Trust, N.A., has claimed an exclusion from the definition of the term "commodity pool operator" under the Commodity Exchange Act, and, therefore, is not subject to registration or regulation under the Act.

The cumulative effects of fees and expenses can substantially reduce the growth of an account balance. Fees and expenses are only one of several factors to consider when making investment decisions. Certain administrative expenses are deducted from the fund. All figures are unaudited.



## Institutional Trust Services

For more than a century, Comerica's Institutional Trust Department has been providing trust and custody services for endowment, foundation, Taft-Hartley, public, corporate, healthcare, and insurance clients.

Following is a comprehensive list of Comerica's institutional trust and custody capabilities:

### Investment Management

Investment management services include both actively managed portfolios and index funds for eligible clients.

### Investment Accounting

Daily, fully accrued, trade-dated investment accounting reports provided for individual portfolios as well as consolidated account groups.

### Cash Management

Choose from many money market fund options to reach your objectives. Funds' sweep functionality ensures that an account's cash position is fully invested each business day.

### Safekeeping of Assets

Through domestic and global depository relationships, we assure you that security transactions and cash movements are executed with a high degree of accuracy for both domestic and global securities. We have the technology to support most asset classes, now and as your portfolio grows.

### Global Custody

Explore your capabilities to diversify investments internationally with access to a global subcustodian network which allows you to settle trades and safe-keep assets around the world.

### Benefit Payment Services

We process both periodic and non-periodic benefit payments via check or EFT. You will have complete payment inquiry or direct input capabilities through Benefit Payments Online. You will receive complete reporting on benefits payable, all authorized deductions including taxes, and summary totals.

### Securities Lending

You will have the opportunity to earn incremental income and offset custody fees by participating in our securities lending program.

### Online Access

We offer two Internet products, Custody Online and Benefit Payments Online, which provide you with access to your data. Our online services provide clients, investment managers, and third-party providers with access to account information around the clock, seven days a week, from anywhere in the world.

### Settlement Services

We are electronically linked to the DTCC, the Federal Reserve, and Citi, our global subcustodian.

### Performance Measurement

Our Performance Measurement Team assists you in monitoring and evaluating the performance of your investment managers with services designed to support asset allocation and manager selection decisions.

Comerica Wealth Management consists of various divisions and affiliates of Comerica Bank, including Comerica Bank & Trust, National Association; World Asset Management, Inc.; Comerica Securities, Inc.; and Comerica Insurance Services, Inc. and its affiliated insurance agencies. World Asset Management, Inc. and Comerica Securities, Inc. are federally registered investment advisors. Registrations do not imply a certain level of skill or training. Comerica Bank and its affiliates do not provide tax or legal advice. Please consult with your tax and legal advisors regarding your specific situation. Non deposit Investment products are not insured by the FDIC; are not deposits or other obligations of, or guaranteed by Comerica Bank or any of its affiliates; and are subject to investment risks, including possible loss of the principal invested.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>8.0 Monitoring CEO Performance</p> <p>8.1 EL-07 Compensation &amp; Benefits – Evidence Review*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-07 Compensation &amp; Benefits</p>
<b>Description:</b>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-07 Compensation &amp; Benefits</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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Board consideration of, and agreement with the monitoring report and my policy compliance.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### MONITORING REPORT FOR EL – 07 Compensation and Benefits DATE: 1.9.23

**Board Policy is indicated in bold typeface throughout.**

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

1/9/23

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Daniel J. Phelan, Ph.D.  
Chief Executive Officer

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Date

**POLICY STATEMENT: With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the Chief Executive Officer shall not cause, or allow jeopardy to the College’s fiscal integrity or public image.**

INTERPRETATION:

I report full compliance with this policy statement unless specified within the following report.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The Chief Executive Officer’s compensation amount has been verified by the Chief Financial Officer and does match the approved amount established by the Board, and also appears in his contract
- b) The Chief Executive Officer’s ordinary and necessary expenses match his employment contract. This interpretation is reasonable because internal controls are used for verification.

**EVIDENCE:**

- a) On 12.2.22, The Comptroller verified that the gross pay the President received as compensation, as well as retirement and benefits, for the period of 12.21- 08.22 is the amount listed in the Employment agreement for the period of 09.01.19 through 08.31.24 and amended 03.09.22.
- b) On 12.12.22, the Comptroller confirmed that the President's ordinary and necessary expenses which have been reimbursed or paid for by the College match his employment contract.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) Prior to the time of contract negotiations, the College conducts a comparison with other community colleges in the State for salaries and benefits.
- b) The College's Chief Operating Officer and Director of Human Resources are members of the Michigan Community College Human Resource Association and engage in the listserv for best practice conversations.
- c) The Chief Executive Officer and the Chief Operating Officer review secondary salary and compensation data obtained from the annual survey of the Chronicle of Higher Education and the League for Innovation which provides normative data from a national perspective.

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

**EVIDENCE:**

- a) The Chief Operating Officer confirmed on 12.09.22 that a comparison was completed in 04.22.
- b) The Chief Operating Officer confirmed as of 12.09.22 that herself and the Director of Human Resources are all current members of MCCHRA.
- c) On 12.09.22 the Chief Operating Officer confirmed that this review was held.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) A salary schedule is prepared annually by the Chief Executive Officer and the Chief Operating Officer. Salary schedules are established by the bargaining

process with both unions.

- b) The salary schedules that have been established, have not been changed prior to this period's monitoring.

This is reasonable because internal verification is provided.

EVIDENCE:

- a) On 12.09.22, the Chief Operating Officer confirmed that salary schedules have been established as part of the bargaining process with both unions.
- b) On 12.09.22, the Chief Operating Officer confirmed that salary schedules have been changed for cost of living of adjustments during this period's monitoring.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College Comptroller confirms that all employees part of the collective bargaining agreements have been paid consistently with the most recent bargaining unit.

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

EVIDENCE:

- a) On 12.02.22, the Assistant Comptroller confirmed that all union employees were paid consistently as per the last bargaining agreement.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The Chief Executive Officer discusses and sets parameters with the Board of Trustees This interpretation is reasonable because it includes the Trustees in the decision.

EVIDENCE:

- a) On 12.09.22, the Chief Operating Officer Confirmed that the JCESPA collective bargaining agreement was extended through 06.30.23 during this period and is within Board of Trustees parameters.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) When the Chief Executive Officer submits a monitoring report that the collective bargaining agreements are in compliance with 2, 4 and 5 in this policy.

This interpretation is reasonable because a monitoring report will be provided during periods when there are negotiations.

EVIDENCE:

- a) A negotiated contract with the JCFA was reached during this monitoring period on 09.01.22 as confirmed by the Chief Operating Officer on 12.09.22.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) Compensation and benefits agreed to within the letters of appointment for administrators and obligations created under union agreements do not exceed the forecasted budget for the term of the agreement.

EVIDENCE:

- a) On 12.12.22, the Comptroller agreed that the compensation and benefits agreed to within the letters of appointments for administration and obligations created under the union agreements do not exceed the forecasted budget.

This interpretation is reasonable because there are internal controls in place.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) No new retirement benefits beyond what are currently offered are introduced.

This interpretation is reasonable because it confirms no change in retirement benefits.

EVIDENCE:

- a) On 12.09.22, the Chief Operating Officer confirmed no new retirement benefits have been implemented during this monitoring period.

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

I have fully interpreted this within 6.1 and 6.2.

**6.1 Employ College administrators under a contract in excess of one year's duration.**

**6.2 Employ Executive Administration under a contract in excess of two year's duration.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators are issued a letter of appointment in June for one-year.
- b) No members of Executive Administration are issued a contract for a period greater than two years.

This is reasonable because it fits with best practice in the higher education industry.

EVIDENCE:

- a) On 12.09.22 the Chief Operating Officer confirmed all letters of appointment for salaried employees are issued for a one-year time period.
- b) No members of Executive Administration have been issued a two-year letter of agreement, only one-year letters of agreement for this monitoring period, as confirmed by the Chief Executive Officer on 12.26.22.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>8.0 Monitoring CEO Performance</p> <p>8.2 EL-09 Organization Culture – Evidence Review*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-09 Organization Culture</p>
<b>Description:</b>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-09 Organization Culture.</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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Board consideration of, and agreement with the monitoring report and my policy compliance.
<b>Action Taken:</b>



**Jackson College Board of  
Trustees**

**MONITORING REPORT FOR EL – 09  
Organization Culture  
DATE: 1.9.23**

**Board Policy is indicated in bold typeface throughout.**

I present this monitoring report regarding the Board's Executive Limitations Policy: "Organization Culture", according to the schedule previously defined and approved by the Board. I certify that the information contained in herein is true and represents compliance within a reasonable interpretation of the policy, unless specifically stated otherwise. Interpretations are unchanged from the previous report, unless otherwise noted.

1.09.23

Daniel J. Phelan, Ph.D.  
Chief Executive Officer

Date

**POLICY STATEMENT: The Chief Executive Officer shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.**

INTERPRETATION:

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

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

EVIDENCE

- a) Overall PMI Interviews and Annual Evaluations confirm our institutional culture and values.

- b) The Pace Survey was conducted anonymously in November. Results from our survey, benchmarked against other institutions, are expected in February 2023 and will be part of the next monitoring cycle report.
- c) The Chief Operating Officer confirmed on 12.16.22 that there were no employee complaints left on the anonymous 411 Tip Line during this reporting 12-month period.
- d) The Chief Operating Officer confirmed on 12.16.22 that there were 2 employees who were dismissed for poor behavior/performance during this reporting period.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The College has a Code of Conduct and Ethical Practices policy on file, as confirmed by the Chief Talent Officer on 12.16.22.
- b) On 12.12.22, the HR Consultant/Title IX Investigator confirmed 97.1% of employees completed the required Code of Conduct and Ethical Practices self-paced training program.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

This interpretation is reasonable because of verifiable policy and procedural mechanisms in place to ensure employees/others can report confidentially.

EVIDENCE:

- a) Our current confidential 411 Tip Line is the mechanism for confidential reporting. The College Attorney is prepared to investigate any tip as the contractor/agent of the board. Its functioning was confirmed by the Chief Operational Officer on 12.16.22.
- b) The College has promoted the use of the 411 Tip Line tool to all employees, via the College's web site. The Tip Line is also promoted via the employee newsletter, as confirmed by the Chief Operating Officer on 12.16.22.
- c) The college has trained investigators and would request that legal counsel appoint an external investigator. The College currently has an updated nepotism policy, as verified by the Chief Operating Officer on 12.16.22.
- d) The notification process is under the College's Code of Conduct, Values and Beliefs statement, as confirmed by the Chief Executive Officer on 12.26.22. All College employees will be held accountable under the labor agreement, which is a legal and binding document that includes progressive discipline for actions, including and up to termination.
- e) College has a process in place wherein employees can reach out to their union representative, MEA Representative, or file a complaint with the Federal Whistleblower Hotline, as verified by the Chief Operating Officer on 12.16.22.

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

**INTERPRETATION:**

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

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

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

**INTERPRETATION:**

Compliance will be demonstrated when, in such cases that research is conducted at Jackson College, that prior approval includes submission of ethical guidelines for all research work.

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

**EVIDENCE**

The Chief Operating Officer on 12.12.22 confirmed that the College has an Institutional Review Board (IRB) policy for this work.

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

**INTERPRETATION:**

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

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

**EVIDENCE**

- a) The College has established an Institutional Review Board, as noted previously. The Chief Academic & Student Services Officer confirmed on 12.16.22 that no requests or approvals were given during this reporting period.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
8.0 Monitoring CEO Performance 8.3 CEO Monitoring Compliance Schedule & Summary  <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
<b>Description:</b>
Enclosed is the report that provides an update on my monitoring reports, presented to the Board over the preceding 12 months with the compliance status noted.  When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing).
<b>Requested Board Action:</b>
Discussion surrounding the President's compliance review.
<b>Action Taken:</b>



## President/CEO Monitoring Report Compliance

### Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
E – 01 Board Ends	8.8.22	Yes	n/a`	n/a	n/a	n/a	Compliant 8.8.22
EL – 00 General Executive Constraint	First presented 6.13.22, with evidence follow-up 9.12.22	Yes	As this was the first review of the policy, only the interpretations were available for review 6.13.22. Evidence was reviewed on 9.12.22.	n/a	n/a	No capacity for monitoring as scheduled in September 2021.	Compliant 9.12.22
EL – 01 Treatment of Students	10.10.22	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	4.11.22, - Fully Compliant Follow-up 9.12.22	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22
EL – 03 Planning	8.8.22	Yes		n/a	n/a	n/a	Compliant 8.8.22
EL – 04 Financial Conditions & Activities	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 05 Asset Protection	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 06 Investments	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 07 Compensation and Benefits	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 08 Communication & Support to the Board	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
EL – 09 Organization Culture	1.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 10 Access to Education	1.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 11 Entrepreneurial Activity	3.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 3.14.22
EL – 12 Land Use	4.11.22 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Space Observatory, but is anticipated	FY'23		Installation of the Space Observatory not anticipated to begin until	Partially Compliant 4.11.22



## President/CEO Monitoring Report Compliance

### Jackson College

			to begin in FY '23, post-pandemic.			FY '23, post-pandemic.	
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2023 - 2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2023-2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 9, 2023	<u>Review EL-10</u> Access to Education (JEREMY) <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations <u>(2024 – Review GP-07</u> Ownership Linkage Committee ToR)	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-06</u> Audit Committee Terms of Reference <u>Monitor GP-13</u> Special Rules of Order <u>(2024 - Monitor BCD-02</u> Accountability of the President)
February 13, 2023	<u>Review EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> President Compensation <u>(2024 – Review GP-00</u> Governance Commitment)	<u>Monitor EL-10</u> Access to Education (JEREMY) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations <u>(2024 – Monitor GP-07</u> Ownership Linkage Committee ToR)
March 13, 2023	<u>Review EL-12</u> Land Use (JASON) <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>(2024 – Review BCD-00</u> Global Board Management Delegation)	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style <u>Monitor BCD-06</u> President Compensation <u>(2024 – Monitor GP-00</u> Governance Commitment)
April 10, 2023	<u>Review EL-05</u> Asset Protection (JOHN) <u>Review EL-06</u> Investment (JOHN) <u>Review BCD-05</u> President Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>(2024 – Review GP-12</u> Board Linkage with Other Organizations)	<u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>(2024 – Monitor BCD-00</u> Global Board Management Delegation)
May 8, 2023	<u>Review EL-03</u> Planning (JOHN) <u>Review GP-09</u> Board Code of Conduct <u>Review GP-12</u> Board Linkage with External Organizations	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investment (JOHN) <u>Monitor BCD-05</u> President Succession <u>Monitor GP-03</u> board Planning Cycle & Agenda Control <u>(2024 – Monitor GP-12</u> Board Linkage with Other Organizations)
June 12, 2023	<u>Review EL-00</u> General Executive Constraint (PHELAN) <u>Review E-01</u> Ends (JEREMY)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct <u>Monitor GP-12</u> Board Linkage with External Organizations

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

August 4, 2023	<b><u>Review Bylaws</u></b> <b><u>Review BCD-03</u></b> Delegation to President <b><u>Review BCD-04</u></b> Monitoring President Performance	<b><u>Monitor EL-00</u></b> General Executive Constraint (PHELAN) <b><u>Monitor E-01</u></b> Ends (JEREMY)
September 11, 2023	<b><u>Review EL-01</u></b> Treatment of Students (CINDY/JEREMY) <b><u>Review BCD-01</u></b> Unity of Control <b><u>Review GP-05</u></b> Role of Vice Chair <b><u>Review GP-08</u></b> Board & Committee Expenses	<b><u>Follow up:</u></b> <b><u>Monitor EL-02</u></b> Treatment of Staff (CINDY) <b><u>Monitor BCD-03</u></b> Delegation to President <b><u>Monitor BCD-04</u></b> Monitoring President Performance <b><u>Monitor GP-07</u></b> Board Committee Principles
October 9, 2023	<b><u>Review EL-04</u></b> Financial Conditions & Activities (JOHN) <b><u>Review EL-08</u></b> Communication & Support to the Board (PHELAN)	<b><u>Monitor EL-01</u></b> Treatment of Students (CINDY/JEREMY) <b><u>Monitor BCD-01</u></b> Unity of Control <b><u>Monitor GP-05</u></b> Role of Vice Chair <b><u>Monitor GP-08</u></b> Board & Committee Expenses
November 13, 2023	<b><u>Review EL-09</u></b> Organization Culture (CINDY) <b><u>Review EL-07</u></b> Compensation & Benefits (CINDY) <b><u>Review GP-06</u></b> Audit Committee Terms of Reference <b><u>Review GP-13</u></b> Special Rules of Order <b><u>Review BCD-02</u></b> Accountability of the President	<b><u>Monitor EL-04</u></b> Financial Conditions & Activities (JOHN) <b><u>Monitor EL-08</u></b> Communication & Support to the Board (PHELAN)

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Monitoring Board Performance</p> <p>9.1 GP-06 Audit Committee Terms of Reference – Survey Result Review</p> <p><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: GP-06 Audit Committee Terms of Reference</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: BCD-06 Audit Committee Terms of Reference DATE: 12.19.2022

1. *Number of Response: 7*

2. *Policy opening statement:*

*The Audit Committee of the Jackson College Board of Trustees enhances the Board's effectiveness and efficiency in fulfilling its external and direct inspection monitoring responsibilities of fiscal policy.*

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



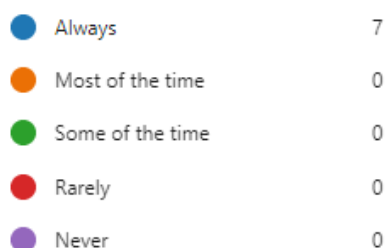
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *Committee Products:*

*1.0 The Committee products are to support the Board's job, never to decide for the Board unless explicitly stated below.*

**Have we acted consistently with this item of policy?**



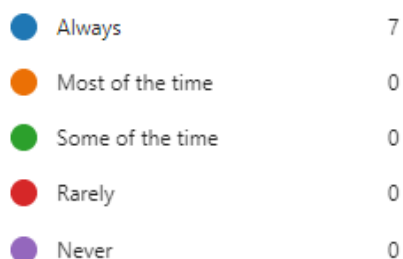
5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **Committee Products (continued):**

***1.1 A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's financial reporting.***

**Have we acted consistently with this item of policy?**



7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **Committee Products (continued):**

***1.1.1 Options for Board decision re: appointment, compensation and oversight of public accounting firm; designation of specific area(s), if any, of audit focus; and liaison with auditor on behalf of Board.***

**Have we acted consistently with this item of policy?**



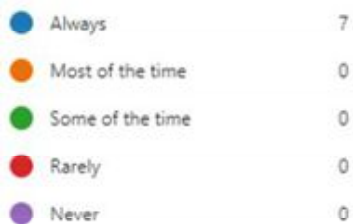
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **Committee Products (continued):**

**1.1.2 An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.**

**Have we acted consistently with this item of policy?**



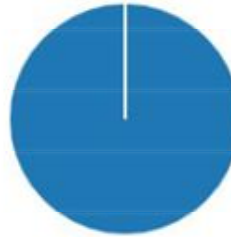
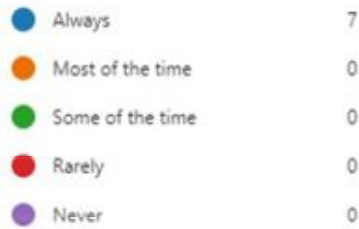
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **Committee Products (continued):**

**1.1.3 An annual report to the Board highlighting the Committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.**

**Have we acted consistently with this item of policy?**



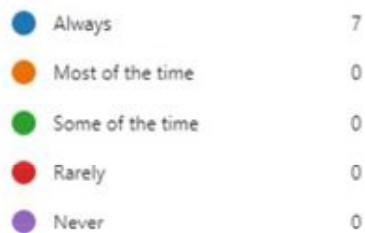
13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **Committee Products (continued):**

**1.2 A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's legal counsel utilization.**

**Have we acted consistently with this item of policy?**



15. Provide specific representative examples to support your above response when applicable.

- N/A

16. **Committee Products (continued):**

**1.2.1 Options for Board decision re: appointment, compensation and oversight of the college attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.**

**Have we acted consistently with this item of policy?**



17. Provide specific representative examples to support your above response when applicable.

- N/A

18. **Committee Products (continued):**

**1.3 Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies that affect the organization.**

**Have we acted consistently with this item of policy?**



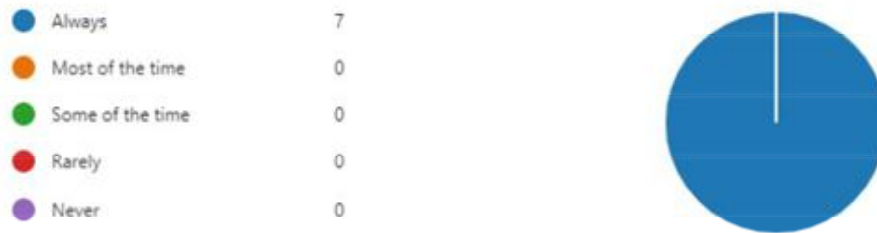
19. Provide specific representative examples to support your above response when applicable.

- “If we are aware of any changes the GASB standards we apply them as soon as we are made aware of any new changes that affect us.”

20. **Committee Products (continued):**

**1.4 Current information for the Board on significant new developments in data and information security that affect the organization.**

**Have we acted consistently with this item of policy?**



21. Provide specific representative examples to support your above response when applicable.

- *“Again as soon as we become aware of any new changes in data security affecting us we generally get right on it.”*

22. **Committee Products (continued):**

**1.5 A self-monitoring report on the appropriateness of the Board’s own spending, based on criteria in the Governance Process policy on Board expenses.**

**Have we acted consistently with this item of policy?**



23. Provide specific representative examples to support your above response when applicable.

- *“Our board is very frugal on spending of any sort and it goes through our CEOs office who keeps us posted on our spending activities.”*

24. **Committee Products (continued):**

**1.6 Options for Board decision re: capital projects outside the President’s expenditure limits as identified in Executive Limitations on finance.**

**Have we acted consistently with this item of policy?**



25. Provide specific representative examples to support your above response when applicable.

- N/A

26. **Committee Authority:**

***2.0 The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.***

**Have we acted consistently with this item of policy?**



27. Provide specific representative examples to support your above response when applicable.

- "We have very little committee activity outside of the audit committee."

28. **Committee Authority (continued):**

***2.1 The Committee cannot change or contravene Board policies, or instruct the President or any other College staff member. (Requests for information, required in the conduct of its duties, should be made through the President).***

**Have we acted consistently with this item of policy?**



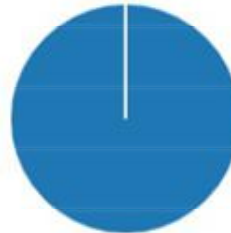
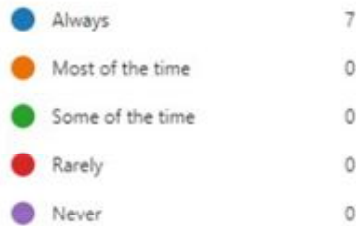
29. Provide specific representative examples to support your above response when applicable.

- N/A

30. **Committee Authority (continued):**

***2.2 The Committee may not spend or commit organization funds, other than those specifically allocated by the Board.***

**Have we acted consistently with this item of policy?**



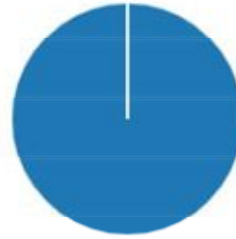
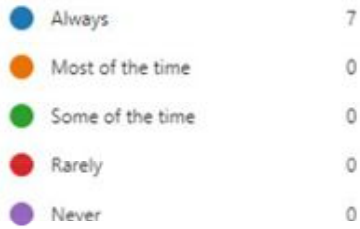
31. Provide specific representative examples to support your above response when applicable.

- N/A

32. **Committee Authority (continued):**

***2.3 The Committee may use staff resource time normal for administrative support around meetings.***

**Have we acted consistently with this item of policy?**



33. Provide specific representative examples to support your above response when applicable.

- N/A

34. **Committee Authority (continued):**

**2.4 The Committee may meet independently with the organization's external auditors.**

**Have we acted consistently with this item of policy?**



35. Provide specific representative examples to support your above response when applicable.

- N/A

36. **Committee Authority (continued):**

**2.5 The Committee Chair has the authority to make any reasonable interpretation of this policy.**

**Have we acted consistently with this item of policy?**



37. Provide specific representative examples to support your above response when applicable.

- N/A

38. ***Committee Composition and Tenure:***

***3.0 The Committee's composition shall enable it to function effectively and efficiently.***

**Have we acted consistently with this item of policy?**



39. Provide specific representative examples to support your above response when applicable.

- N/A

40. ***Committee Composition and Tenure (continued):***

***3.1 The Committee shall be composed of not more than three Trustees.***

**Have we acted consistently with this item of policy?**



41. Provide specific representative examples to support your above response when applicable.

- N/A

42. ***Committee Composition and Tenure (continued):***

***3.2 Members shall be appointed by the Board Chair for a three-year year term. Members will serve staggered terms. Membership on the Committee will be rotated among all Trustees.***

**Have we acted consistently with this item of policy?**



43. Provide specific representative examples to support your above response when applicable.

- N/A

44. ***Committee Composition and Tenure (continued):***

***3.3 The Committee shall appoint a Committee Chair from among its members.***

**Have we acted consistently with this item of policy?**



45. Provide specific representative examples to support your above response when applicable.

- N/A

46. Other Board Comments:

- N/A

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Monitoring Board Performance</p> <p>9.2 GP-13 Special Rules of Order – Survey Result Review</p> <p><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: GP-13 Special Rules of Order</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting in order to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: BCD-13 Special Rules of Order DATE: 12.19.2022

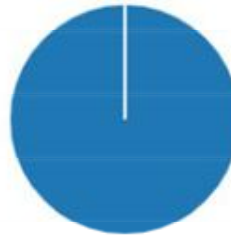
1. *Number of Response: 7*

2. *Policy opening statement:*

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

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



3. Provide specific representative examples to support your above response when applicable.

- N/A

4.

*1.0 All by-law obligations respecting Board meetings must be satisfied:*

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



5. Provide specific representative examples to support your above response when applicable.

- N/A

6.

***2.0 Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.***

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



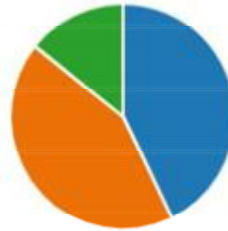
7. Provide specific representative examples to support your above response when applicable.

- N/A

8.

***3.0 Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda.***

**Have we acted consistently with this item of policy?**



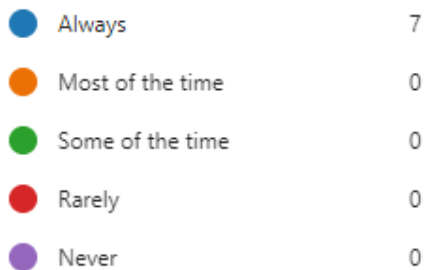
9. Provide specific representative examples to support your above response when applicable.

- *"We generally don't bring an item up for discussion unless we have notified the Board Chair first and then we might not bring it forward unless it would be important enough to warrant that exception."*
- *"Sometimes meaty topics come up and we talk about them under Board Comments that perhaps should be identified and follow up at the next meeting so the board has time to prepare to speak and listen to the subject. "*

10.

***4.0 Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.***

**Have we acted consistently with this item of policy?**



11. Provide specific representative examples to support your above response when applicable.

- *N/A*

12.

***5.0 Trustees must keep their comments relevant to the issue under consideration.***

**Have we acted consistently with this item of policy?**

Always	2
Most of the time	5
Some of the time	0
Rarely	0
Never	0



13. Provide specific representative examples to support your above response when applicable.

- N/A

14.

**6.0 Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.**

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



15. Provide specific representative examples to support your above response when applicable.

- N/A

16.

**7.0 Board decisions will be made, to the extent possible, on the basis of consensus.**

**Have we acted consistently with this item of policy?**



17. Provide specific representative examples to support your above response when applicable.

- *“It is very rare when that is not the case.”*

18.

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

**Have we acted consistently with this item of policy?**



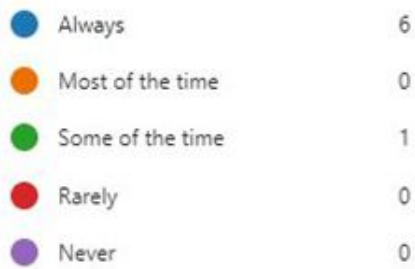
19. Provide specific representative examples to support your above response when applicable.

- N/A

20.

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

**Have we acted consistently with this item of policy?**



21. Provide specific representative examples to support your above response when applicable.

- *“We seem to avoid having the chair make a motion and that is ok in my mind.”*

22.

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

**Have we acted consistently with this item of policy?**



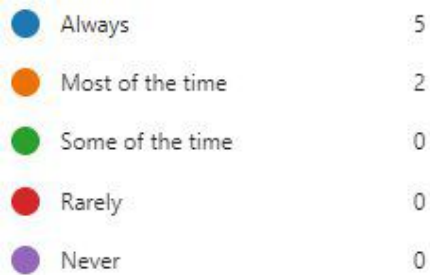
23. Provide specific representative examples to support your above response when applicable.

- *“We have not gotten to this point in my time on the board and I would argue that by the time you get to an amendment, if there is still debate about changing it, just have the vote and then restate another motion. Much cleaner and easier.”*

24.

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

**Have we acted consistently with this item of policy?**



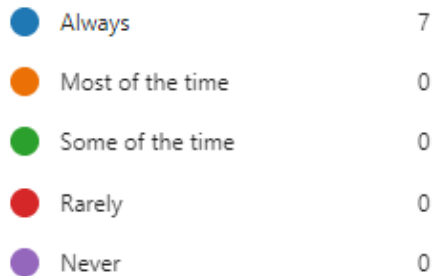
25. Provide specific representative examples to support your above response when applicable.

- *“The only exception might be for clarifying language that may be necessary so that everybody is on the same page.”*

26.

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

**Have we acted consistently with this item of policy?**



27. Provide specific representative examples to support your above response when applicable.

- N/A

28.

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

**Have we acted consistently with this item of policy?**



29. Provide specific representative examples to support your above response when applicable.

- *“A Call of the question ends the debate and is not debatable and a vote shall take place immediately. It doesn’t always happen like that however.”*
- *“Has not really come up.”*

30.

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

**Have we acted consistently with this item of policy?**



31. Provide specific representative examples to support your above response when applicable.

- N/A

32.

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

**Have we acted consistently with this item of policy?**

Always	6
Most of the time	0
Some of the time	0
Rarely	0
Never	0



33. Provide specific representative examples to support your above response when applicable.

- N/A

34.

**12.0 Board decisions about policies and revisions to policies will be considered only after first and second reading at a minimum of two meetings unless the Board waives this requirement and authorizes immediate effect.**

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



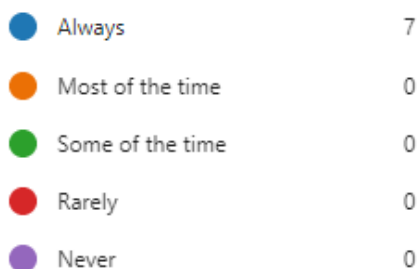
35. Provide specific representative examples to support your above response when applicable.

- N/A

36.

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

**Have we acted consistently with this item of policy?**



37. Provide specific representative examples to support your above response when applicable.

- N/A

38. **Item 3:**

**14.0 A Trustee may request to have his or her vote on the record.**

**Have we acted consistently with this item of policy?**



39. Provide specific representative examples to support your above response when applicable.

- N/A

40.

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

**Have we acted consistently with this item of policy?**

Always	7
Most of the time	0
Some of the time	0
Rarely	0
Never	0



41. Provide specific representative examples to support your above response when applicable.

- N/A

42. **Other Board Comments:**

- N/A

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: January 9, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>10.0 Information Requested by the Board</p> <p>10.1 FY 2023 Q2 Financial Report</p> <p align="right"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
<b>Description:</b>
<p>For the Board's review is the FY 2023 Q2 Financial Report is Included for your review. I will provide a few highlights with respect to changes since Q1.</p> <p>Recall that monthly financials are provided on the Board's web page.</p> <p>I am happy to answer any questions you may have about the Q2 report.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the FY 2023 Q2 Financial Report.
<b>Action Taken:</b>



## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
December 31, 2022

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the December 31, 2022 Financial Report

Following is the December 31, 2022 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 2022-2023 Budget as adopted at the June 2022 Board of Trustees meeting.

**General Fund**

**Revenues**

- **Tuition and fees** - Unfavorable to budget, 22/Fall enrollment is slightly lower than budgeted.
- **Contract training** - Favorable to budget, due to additional trainings through grant programs.

**Expenses**

- **Wages** - Favorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Retirement** - Favorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Benefits** - Unfavorable to budget , it is too early in the year to tell if this trend will continue.
- **Services - Staffing Agency** - Unfavorable to budget, it is too early in the year to determine if this trend will continue.
- **Services** - Unfavorable to budget, due to timing of several IT purchases that required larger upfront payments. We anticipate this will diminish over the fiscal year.
- **Materials** - Unfavorable to budget, due to timing of IT software renewals that required larger upfront payments. We anticipate this will diminish over the fiscal year.
- **Other operating costs** - Unfavorable to budget, due to timing of IT License purchases that require larger upfront payments.
- **Capital Equipment** - Unfavorable to budget due to timing of purchases.

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the December 31, 2022 Financial Report

**Auxiliary Fund**

**Revenues**

- **Housing** - Favorable to budget as occupancy was higher than expected.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
- **Miscellaneous** - Unfavorable to budget.
- **Transfers** - Favorable to budget, due to timing of transfers from the foundation.

**Expenses**

- **Wages**- Unfavorable to budget, do to insufficient budgeting in Bookstore.
- **Services Staffing Agency**- Favorable to budget, it is too early in the year to tell if this trend will continue.
- **Services** - Unfavorable to budget, due to timing of purchases at the beginning of the year and additional expenses related to the opening of Jax's Place.
- **Materials** - Unfavorable to budget, due to timing of purchases required to start the academic year and additional food supplies related to the opening of Jax's Place.
- **Rent, Utilities, insurance** - Unfavorable to budget, It is too early in the year to tell if this trend will continue.
- **Other operating costs** - Unfavorable to budget, increase in Potter Center Income (from budget) resulted in additional expenses related to increased activity.
- **Capital Equipment** - Unfavorable to budget, due to equipment purchases necessary for Jax's Place

**Other Notes**

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At November 30, 2022 interest revenues have exceeded \$579,000. These earnings are designated for future operations. In June 2021, the College made a \$4 million investment in U.S. Government bonds, which is separately presented on the cash and investment summary.
- **Operating Reserves** - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of December 31, 2022 the College is meeting this requirement.

Jackson College  
Revenue and Expense Statement  
General Fund - FY 23  
For the Six Months Ended December 31, 2022  
Preliminary - Unaudited

	<b>2022-2023 Original Budget</b>	<b>Percentage of Original Budget</b>	<b>Actual Year to Date</b>	<b>Actual Percentage of Budget</b>	<b>Planned Percentage to Date</b>	<b>Variance of Planned Percentage to Actual</b>	<b>Prior Year to Date *</b>
<b>Revenue</b>							
Gross tuition and fees	\$ 24,936,000	57.3%	\$ 11,862,253	47.6%	41.7%	\$ 1,463,941	\$ 10,456,205
Less Institutional Scholarships	(725,000)	-1.7%	(342,336)	47.2%	41.7%	(40,011)	(204,488)
Net tuition and fees	<u>24,211,000</u>	<u>55.6%</u>	<u>11,519,917</u>	<u>47.6%</u>	<u>41.7%</u>	<u>1,423,930</u>	<u>10,251,717</u>
Property taxes	5,587,000	12.7%	4,722,060	84.5%	83.0%	84,850	4,630,416
State appropriations	13,428,792	30.9%	6,714,396	50.0%	50.0%	-	6,367,860
Contract training	35,000	0.1%	51,607	147.4%	50.0%	34,107	41,212
Miscellaneous	210,000	0.5%	105,395	50.2%	50.0%	395	96,300
Transfers	50,000	0.1%	25,469	50.9%	50.0%	469	8,200
Transfers - Federal grant funds	-	0.0%	-	0.0%	0.0%	-	1,421,417
<b>Total revenues</b>	<u>43,521,792</u>	<u>99.9%</u>	<u>23,138,844</u>	<u>53.2%</u>	<u>47.2%</u>	<u>1,543,751</u>	<u>22,817,122</u>
<b>Expenses</b>							
Wages	16,323,336	37.7%	7,658,633	46.9%	50.0%	(503,034)	7,142,430
Retirement	4,335,066	10.0%	2,017,931	46.5%	50.0%	(149,602)	1,921,381
Benefits	3,144,126	7.3%	1,728,195	55.0%	50.0%	156,132	1,442,960
Services - Staffing Agency	3,655,400	8.5%	1,957,188	53.5%	50.0%	129,488	1,806,818
Services	4,064,520	9.4%	2,350,309	57.8%	50.0%	318,049	1,161,163
Materials	1,653,675	3.8%	1,157,174	70.0%	50.0%	330,336	946,802
Rent, utilities, insurance	1,749,400	4.1%	909,014	52.0%	50.0%	34,314	818,621
Other operating costs	2,440,735	5.7%	1,808,240	74.1%	50.0%	587,872	1,201,295
Transfers-major maintenance	987,895	2.3%	493,947	50.0%	50.0%	(1)	32,463
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	528,174
Transfers-debt service	4,460,045	10.3%	2,230,023	50.0%	50.0%	-	1,443,948
Transfers-Jets Store	-	0.0%	229,996	0.0%	0.0%	229,996	114,359
Capital equipment	<u>348,000</u>	<u>0.8%</u>	<u>188,009</u>	<u>54.0%</u>	<u>50.0%</u>	<u>14,009</u>	<u>96,608</u>
<b>Total expenses</b>	<u>43,162,198</u>	<u>99.9%</u>	<u>22,728,659</u>	<u>52.7%</u>	<u>45.5%</u>	<u>1,147,559</u>	<u>18,657,022</u>
<b>Income over (under) expenses</b>	<u>\$ 359,594 **</u>		<u>\$ 410,185</u>			<u>\$ 396,192</u>	<u>\$ 4,160,100</u>

\* Certain amounts as reported in the 2022 financial statements have been reclassified to conform with the 2023 presentation of Auxiliary Funds

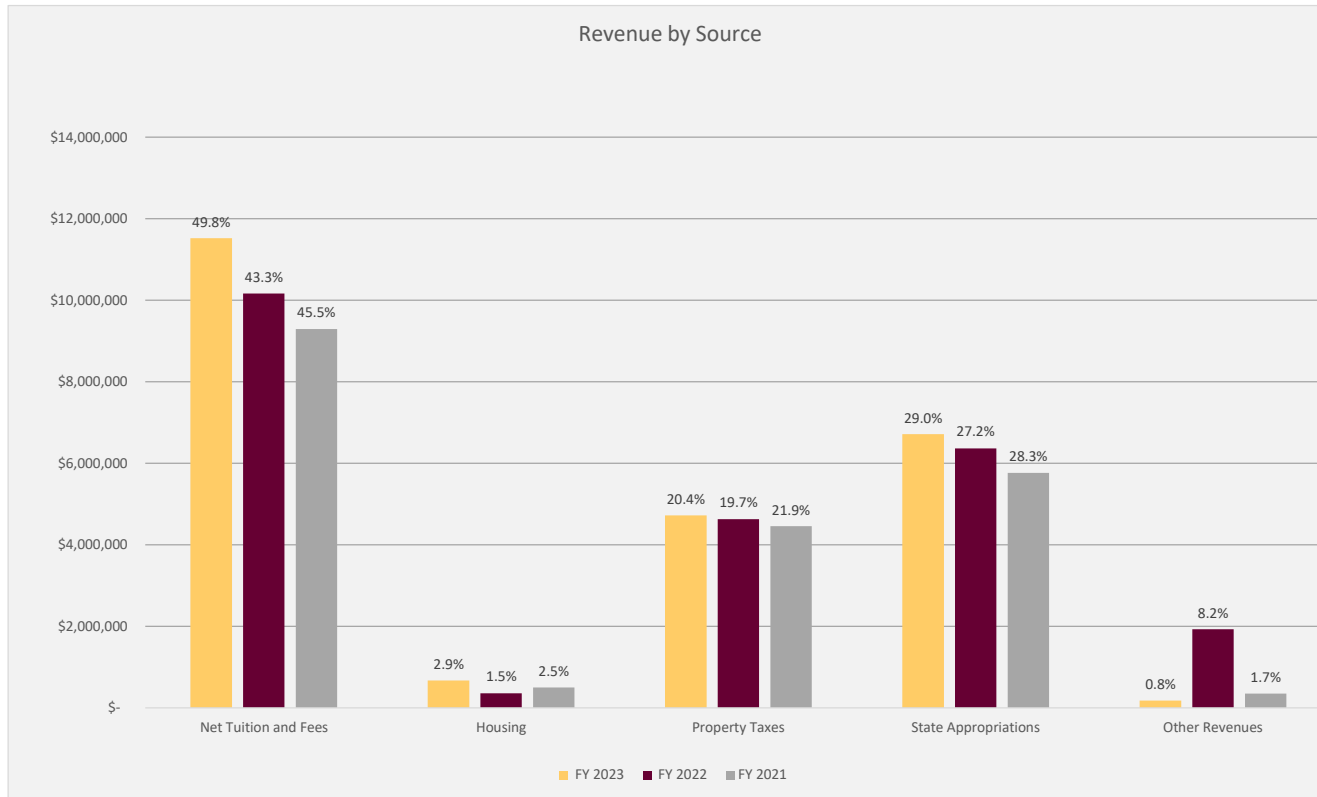
\*\* Budgeted Auxiliary Funds presented seperately

Jackson College  
Revenue and Expense Schedule  
HEERF Funds - FY 23  
For the Six Months Ended December 31, 2022  
Preliminary - Unaudited

	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior years revenues	\$ 1,946,067	\$ 1,946,067	\$ 1,080,587	\$ 1,946,067	\$ 6,168,753	\$ 6,850,567	\$ 6,262,704	\$ 1,429,600	\$ 27,630,412
Prior years expenses	1,946,067	1,946,067	1,080,587	1,946,067	6,168,753	6,850,567	6,262,704	1,429,600	27,630,412
<b>Net prior year activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fiscal Year 2022 Revenue</b>									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant revenue - Federal	-	-	-	-	-	3,920	-	-	3,920
Transfers	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,920</b>	<b>-</b>	<b>-</b>	<b>3,920</b>
<b>Fiscal Year 2022 Expenses</b>									
Online course fee scholarships	-	-	-	-	-	-	-	-	-
Emergency grants to students	-	-	-	-	-	3,920	-	-	3,920
Student retention	-	-	-	-	-	-	-	-	-
Wages	-	-	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-
Other operating costs	-	-	-	-	-	-	-	-	-
Transfers to general fund	-	-	-	-	-	-	-	-	-
Capital equipment	-	-	-	-	-	-	-	-	-
<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,920</b>	<b>-</b>	<b>-</b>	<b>3,920</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

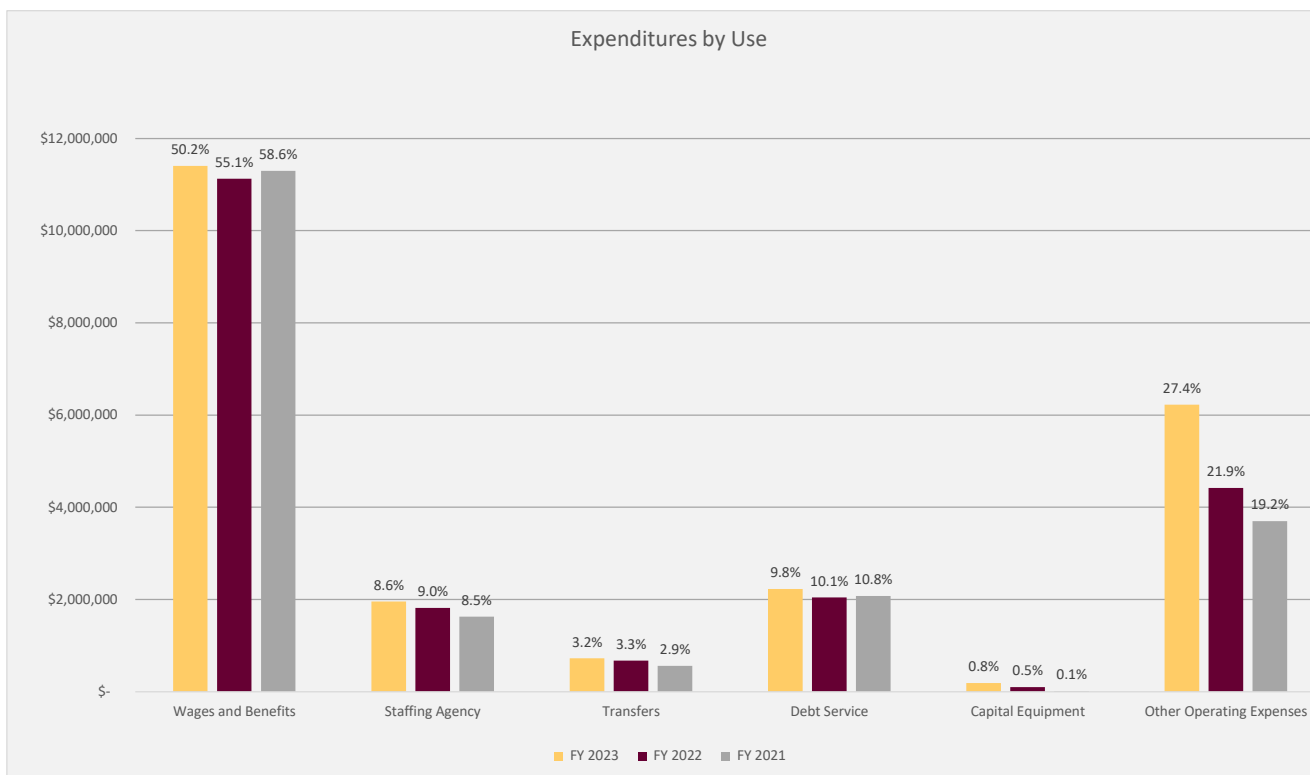
Jackson College  
General Fund Revenue Comparison  
For the Six Months Ended December 31, 2022

\$23,138,844



Jackson College  
General Fund Expenditure Comparison  
For the Six Months Ended December 31, 2022

\$22,728,659



Jackson College  
Balance Sheet and Changes in Fund Balance - FY 22  
December 31, 2022  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>									
Cash	\$ 3,200,978	\$ 12,125,211	\$ (3,090,182)	\$ -	\$ 100,984	\$ 17,488	\$ 13,174,745	\$ 545,463	\$ 26,074,687
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	16,793	-	-	16,793
Accounts receivable	4,183,061	12,500	3,917	-	60,457	-	318,060	-	4,577,995
Inventories	29,672	-	-	-	151,504	-	-	-	181,176
Other assets	82,518	-	2,784	-	112,675	-	79,231,895	-	79,429,872
<b>Total assets</b>	<u>7,496,229</u>	<u>12,137,711</u>	<u>(3,083,481)</u>	<u>-</u>	<u>425,620</u>	<u>34,280</u>	<u>92,724,700</u>	<u>545,463</u>	<u>110,280,522</u>
<b>Liabilities and Fund Balance</b>									
Accounts payable	342,344	-	1,725	-	-	-	-	-	344,069
Accrued liabilities	2,608,447	-	-	-	410,523	-	31,629,842	-	34,648,812
Deferred liabilities	2,256,977	-	-	-	-	-	-	-	2,256,977
Unearned revenue	1,400	-	-	-	255,852	-	-	-	257,252
Other liabilities	1,173,104	-	-	-	-	-	-	-	1,173,104
<b>Total liabilities</b>	<u>6,382,272</u>	<u>-</u>	<u>1,725</u>	<u>-</u>	<u>666,375</u>	<u>-</u>	<u>31,629,842</u>	<u>-</u>	<u>38,680,214</u>
Fund balance	1,113,957	12,137,711	(3,085,206)	-	(240,755)	34,280	61,094,858	545,463	71,600,308
<b>Total liabilities and fund balance</b>	<u>\$ 7,496,229</u>	<u>\$ 12,137,711</u>	<u>\$ (3,083,481)</u>	<u>\$ -</u>	<u>\$ 425,620</u>	<u>\$ 34,280</u>	<u>\$ 92,724,700</u>	<u>\$ 545,463</u>	<u>\$ 110,280,522</u>
<b>Beginning fund balance</b>									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	50,587,601	\$ -	\$ 50,587,601
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	12,037,534	-	12,037,534
Restricted	-	178,467	477,116	-	-	34,176	-	-	689,759
Future Operations	703,772	11,872,928	-	-	-	-	-	530,070	13,106,770
	<u>\$ 703,772</u>	<u>\$ 12,051,395</u>	<u>\$ 477,116</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 34,176</u>	<u>\$ 62,625,135</u>	<u>\$ 530,070</u>	<u>\$ 76,421,664</u>
Current year income	23,138,844	86,316	7,074,678	-	1,857,093	104	2,439,394	78,078	34,674,507
Current year expenses	22,728,659	-	10,637,000	-	2,097,848	-	3,969,671	62,685	39,495,863
<b>Ending fund balance</b>	<u>\$ 1,113,957</u>	<u>\$ 12,137,711</u>	<u>\$ (3,085,206)</u>	<u>\$ -</u>	<u>\$ (240,755)</u>	<u>\$ 34,280</u>	<u>\$ 61,094,858</u>	<u>\$ 545,463</u>	<u>\$ 71,600,308</u>

Jackson College  
Revenue and Expense Statement  
Auxiliary Services  
For the Six Months Ended December 31, 2022  
Preliminary - Unaudited

	2022-2023 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Auxiliary Units			
						Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
<b>Revenue</b>									
Housing	\$ 1,007,485	49.1%	\$ 673,274	66.8%	50.0%	-	673,274	-	-
Less Housing Scholarships	(100,000)	-4.9%	(152,173)	152.2%	50.0%	-	(152,173)	-	-
Sales Bookstore	-	0.0%	158,184	0.0%	0.0%	-	-	158,184	-
Potter Center activities	200,000	9.8%	338,816	169.4%	50.0%	-	-	-	338,816
Hospitality	660,000	32.2%	319,231	48.4%	50.0%	319,231	-	-	-
Miscellaneous	50,000	2.4%	18,379	36.8%	50.0%	-	5,400	-	12,979
Transfers - General Fund	-	0.0%	229,996	0.0%	0.0%	-	-	229,996	-
Transfers - Foundation	232,500	11.3%	119,211	51.3%	50.0%	-	-	-	119,211
<b>Total revenues</b>	<b>2,049,985</b>		<b>1,704,918</b>			<b>319,231</b>	<b>526,501</b>	<b>388,180</b>	<b>471,006</b>
<b>Expenses</b>									
Wages	\$ 1,048,942	43.5%	\$ 596,285	56.8%	50.0%	294,771	86,860	80,303	134,351
Retirement	283,023	11.7%	136,490	48.2%	50.0%	61,327	12,878	19,328	42,957
Benefits	203,774	8.5%	105,478	51.8%	50.0%	60,506	4,653	15,569	24,750
Services - Staffing Agency	15,000	0.6%	3,664	24.4%	50.0%	3,664	-	-	-
Services	12,000	0.5%	26,187	218.2%	50.0%	12,098	5,063	-	9,026
Materials	385,340	16.0%	578,908	150.2%	50.0%	311,474	174	266,923	337
Rent, utilities, insurance	2,000	0.1%	753	37.7%	50.0%	753	-	-	-
Other operating costs	452,500	18.8%	474,076	104.8%	50.0%	1,485	6,824	4,548	461,219
Transfers	-	0.0%	-	0.0%	0.0%	-	-	-	-
Capital equipment	7,000	0.3%	23,834	340.5%	50.0%	21,255	1,070	1,509	-
<b>Total expenses</b>	<b>2,409,579</b>		<b>1,945,675</b>			<b>767,333</b>	<b>117,522</b>	<b>388,180</b>	<b>672,640</b>
<b>Income over (under) expenses</b>	<b>\$ (359,594)</b>		<b>\$ (240,757)</b>			<b>\$ (448,102)</b>	<b>\$ 408,979</b>	<b>\$ -</b>	<b>\$ (201,634)</b>

Jackson College  
Balance Sheet  
Building and Site Fund - FY 23  
December 31, 2022  
Preliminary - Unaudited

	<b>Building and Site Fund</b>
<b>Assets</b>	
Cash	\$ 8,410,250
Investments	-
Accounts receivable	318,061
Due from other funds	-
	<hr/>
<b>Total assets</b>	<b>8,728,311</b>
	<hr/>
<b>Liabilities and Fund Balance</b>	
Accounts payable	-
Other liabilities	-
	<hr/>
<b>Total liabilities</b>	<b>-</b>
	<hr/>
Fund balance	8,728,311
<b>Total liabilities and fund balance</b>	<b>\$ 8,728,311</b>
	<hr/> <hr/>

Jackson College  
Statement of Changes in Fund Balance  
Building and Site Fund  
For the Six Months Ended December 31, 2022  
Preliminary - Unaudited

	<b>Balance July 1, 2021</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Balance December 31, 2022</b>
Major Maintenance and Equipment Replacement	\$ 12,037,534	\$ 207,926	\$ 3,161,735	\$ 9,083,725
Deferred Maintenance and Life Safety	<hr/> -	<hr/> -	355,414	<hr/> (355,414)
<b>Total</b>	<hr/> <b>\$ 12,037,534</b>	<hr/> <b>\$ 207,926</b>	<hr/> <b>\$ 3,517,149</b>	<hr/> <b>\$ 8,728,311</b>

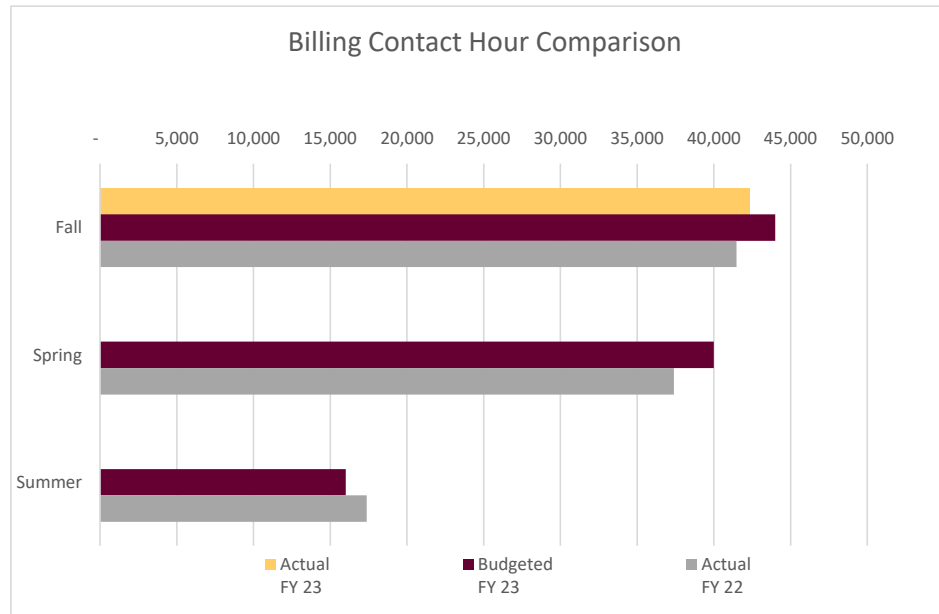
Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College  
Cash and Investments by Fund - FY 23  
December 31, 2022  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Auxiliary Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash											
Petty Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,328	\$ 4,328
Cash-Comerica Bank Pooled	(1,482,280)	(69,534)	(3,261,048)	-	841,247	100,985	17,488	8,410,250	4,764,495	541,135	9,862,738
Cash-Comerica Federal Funds	-	-	45,257	-	-	-	-	-	-	-	45,257
VISA Account	173,486	-	-	-	-	-	-	-	-	-	173,486
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	-	-	70,508	-	-	-	-	-	-	-	70,508
Cash-Comerica State Wire	7,406	-	-	-	-	-	-	-	-	-	7,406
Cash-Payroll	1,968,853	-	(358,292)	-	(1,611,965)	(1)	-	-	-	-	(1,405)
County National Bank	504,027	-	82,959	-	-	-	-	-	-	-	586,986
Ref Pay	16,206	-	-	-	-	-	-	-	-	-	16,206
Cultural Affairs Checking	3,719	-	-	-	-	-	-	-	-	-	3,719
MNJTP	9,561	-	-	-	1,101,152	-	-	-	-	-	1,110,713
U.S. Government Bonds	-	3,613,317	-	-	-	-	-	-	-	-	3,613,317
MILAF	2,000,000	8,581,428	-	-	-	-	-	-	-	-	10,581,428
	3,200,978	12,125,211	(3,420,616)	-	330,434	100,984	17,488	8,410,250	4,764,495	545,463	26,074,687
Investments											
Common Stock	-	-	-	-	-	-	16,793	-	-	-	16,793
Total cash and investments	<u>\$ 3,200,978</u>	<u>\$12,125,211</u>	<u>\$ (3,420,616)</u>	<u>\$ -</u>	<u>\$ 330,434</u>	<u>\$ 100,984</u>	<u>\$ 34,281</u>	<u>\$ 8,410,250</u>	<u>\$ 4,764,495</u>	<u>\$ 545,463</u>	<u>\$ 26,091,480</u>

Jackson College  
Billing Contact Hours  
December 31, 2022  
Preliminary - Unaudited

	Budgeted FY 23	Actual FY 23	Actual Percentage	Actual FY 22	Prior Year Percentage
Semester:					
Fall	44,000	42,348	96.2%	41,477	102.1%
Spring	40,000	-	0.0%	37,384	0.0%
Summer	16,000	-	0.0%	17,373	0.0%
Total	100,000	42,348	42.3%	96,234	44.0%



**BOARD OF TRUSTEES MEETING****Action & Information Report**

Board Meeting Date: January 9, 2023



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

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

10.0 Information Requested by the Board

10.2 Next Board Meeting Topics – February 13, 2023

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

**Description:**

This time has been set aside to help the Board anticipate topics for the next regular Board meeting (February 13, 2023). Below are currently anticipated topics:

- Policy & Interpretations Review: EL-11 Entrepreneurial Activity
- Policy Review: GP-01 Governing Style
- Policy Review: BCD-06 President Compensation
- Evidence Review: EL-10 Access to Education
- Survey Results Review: GP-11 Linkage with Ownerships
- Survey Results Review: GP-14 Handling Operational Complaints
- Survey Results Review: GP-15 Handling Alleged Policy Violations
- Board Consideration: Special Audit Report
- Board Consideration: Trustee Presenter's for Commencement
- Board Consideration: Recipient of Distinguished Service Award
- Board Consideration: Recipient of Crockett Award

Please feel free to offer other agenda items at this point on the agenda.

**Resource Impact:**

None

**Requested Board Action:**

Review of currently anticipated topics.

**Action Taken:**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

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

11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting  
 11.1 Principles of Policy Governance

**BOARD POLICY:** GOVERNANCE PROCESS: GP-01 Governing Style

**Description:**

This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice.

The URL link below will provide an overview of the 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.

<https://governforimpact.org/resources/principles-of-policy-governance.html>

**Resource Impact:**

None

**Requested Board Action:**

Define particular areas for improvement in the governance process.

**Action Taken:**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023



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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: January 9, 2023

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

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