

Jackson College Board of Trustees Meeting

Regular Meeting

October 10, 2022 06:30 PM



Agenda Topic	Page
Agenda	1
Entry Protocol	3
4:30pm - Audit Committee: Cyber Security Report Review (Boardroom)	4
5:00pm - Audit Committee: Financial Audit Report Review (Boardroom)	5
Robert's Rules of Order for Small Boards Guide	6
1. Call to Order & Pledge of Allegiance	8
2. Adoption of Minutes	9
2.1 Draft Board Meeting Minutes - 09.12.22	10
3. Declaration of Conflict of Interest*	17
4. Ownership Linkage	18
4.1 Public Comments (limit of 5 minutes per person)	18
4.2 Board & CEO Comments	19
4.2.1 MCCA President, Brandy Johnson, Comments	19
4.3 Ownership Linkage Committee Status	20
5. Items for Decision	21
5.1 Governance Process	21
5.1.1 Board Consideration: Board Fall Planning Session Agenda - 10.18.22	21
5.2 Executive Limitations	23
5.2.1 EL-04 Financial Conditions & Activities - Policy Review*	23
5.2.2 EL-08 Communication & Support to the Board - Policy Review*	24

5.2.3	EL-04 Financial Conditions & Activities - Interpretations Review*	25
5.2.4	EL-08 Communication & Support to the Board - Interpretations Review*	36
6.	Consent / Required Approvals Agenda	
	N/A	
7.	Monitoring CEO Performance	47
7.1	EL-01 Treatment of Students - Evidence Review*	47
7.2	CEO Compliance Review	59
8.	Monitoring Board Performance	63
8.1	BCD-01 Unity of Control - Survey Results Review	63
8.2	GP-05 Role of Vice Chair - Survey Results Review	67
9.	Information Requested by the Board	69
9.1	VEBA Plan Review	69
9.2	FY 2023 Q1 Financial Report	70
9.3	ACCT Leadership Congress - 10.26-29.22	83
9.4	Next Board Meeting Topics - November 14, 2022	84
10.	Self-Evaluation of Governance Process & Board Performance at this Meeting	85
10.1	Principles of Policy Governance	85
11.	Meeting Content Review	86
12.	Adjourn*	87

(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 9.12.22



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.



AUDIT COMMITTEE AGENDA

JACKSON COLLEGE

October 10, 2022

TIME: 4:30 p.m. – 5:00 p.m.

LOCATION: Potter Center – Second Floor, Boardroom

ATTENDEES:

Committee

John Crist, Chairman
Matt Heins
Philip Hoffman

Administration

Daniel Phelan
John Globoker
Kim Abbott
Doug Yenor
Tim Upham

Rehmann

Jessica Dore

- I. Chairman calls meeting to order.
- II. Presentation of Rehmann IT Audit Reports:
 - A. External Vulnerability Analysis and Penetration Test
 - B. Internal Vulnerability Analysis and Penetration Test
 - C. Wireless Vulnerability and Penetration Test Report
 - D. Social Engineering Testing Report
- III. Adjourn.

* * * * *



AUDIT COMMITTEE AGENDA

JACKSON COLLEGE

October 10, 2022

TIME: 5:00 – 6:00 p.m.

LOCATION: Potter Center – Second Floor, Boardroom

ATTENDEES:

Committee

John Crist, Chairman
Matt Heins
Philip Hoffman

Administration

Daniel Phelan
John Globoker
Kim Abbott

Rehmann

Joshua Sullivan
Kadra Kierczynski

- I. Chairman calls meeting to order.
- II. Management’s discussion and analysis – “MD&A” presentation by John Globoker.
- III. Presentation of audited financial statements, audit report and communication to those charged with governance.
- IV. Adjourn

* * * * *



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 10, 2022



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 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description:
Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: "I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".
Resource Impact:
None
Requested Board Action:
Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:
2.0 Adoption of Minutes 2.1 Regular Board Meeting of 09.12.22 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:
Attached are the minutes of the most recent meetings of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees. Please note that, by law, a preliminary draft of these minutes are posted within 10 days of the preceding Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.
Resource Impact:
None
Requested Board Action:
Consideration of the minutes for approval to the formal record of the Board.
Action Taken:



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

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

09.12.22

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, September 12, 2022, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

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

Board Member Excused Absence: Trustee Philip Hoffman

Others Present: President Daniel Phelan, Ms. Cindy Allen, Ms. Kelly Crum, Mr. Jeremy Frew, Mr. Jason Valente, Dr. Todd Butler, Mr. John Globoker, Mr. Bill Abbott, Mr. Jonathon Marowelli, and Mr. Keith Book.

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

ADOPTION OF MINUTES

The draft minutes of the Regular Meeting of the Board of Trustees on 08.08.22 and the draft minutes of the Board Summer Retreat on 08.12.22 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.

BOARD COMMENTS:

Trustee Barnes reported having attended three days of the Bright Walls Festival in Jackson, which he described as very well coordinated. He expressed hoping that this sprouts additional opportunities for Jackson College to be a part of what has been started for the community.

CEO COMMENTS:

President Phelan recognized Mr. Jonathon Marowelli and Mr. Bill Abbott for their presence and contributions to Jackson College and JPEC. He also introduced Jackson College's new CFO, John Globoker, who expressed looking forward to serving in this role.

President Phelan shared his, and Jeremy Frew's experience of touring the Jackson County jail and asked Trustee Simpson to speak to the opportunity for others to tour as well. Trustee Simpson expounded upon a description of the current conditions, asking as many as possible to participate in the informative tours remaining.

Chairperson Crist highlighted Dr. Phelan's Trustee Briefing wherein he noted that 72% of 2-year students and 61% of 4-year students pay for their own education.

LINKAGE COMMITTEE STATUS:

Trustee Lake provided an update on the scheduling of the final rounds of in-person Ownership Linkage meetings.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Robert's Rules of Order Guide:

President Phelan presented a summary of Robert's Rules of Order as they apply to small boards, for the Board's consideration. It will be included in each Board pack going forward, as well as in the Resource Center of Diligent Boards. Trustee Heins expressed that this was adequate, as did Trustee Simpson.

GOVERNANCE PROCESS ITEMS: Updated Board Bylaws – Policy Review:

President Phelan presented suggested updates to the Bylaws as discussed at the 08.12.22 Board Summer Retreat. He suggested updates to be included as additions and edits of the following areas:

1. Indemnification (new)
2. Continuity of Governance (new)
3. Filling of Board Member Vacancies for an Unexpired Term (new)
4. Rules of Order (proposed change)

President Phelan answered for Trustee Heins that indemnification would still be in effect after the Board member term expires. It was also noted that new Board member interviews to fill vacancies would need to be on-site, in order to be in compliance with State law.

MOTION BY TRUSTEE LAKE TO APPROVE UPDATES TO THE BYLAWS AS PRESENTED.

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

GOVERNANCE PROCESS ITEMS: BCD-01 Unity of Control – Policy Review:
President Phelan presented policy BCD-01 Unity of Control for the Board's regular review of the policy.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY BCD-01 UNITY OF CONTROL WITHOUT AMENDMENTS.

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

GOVERNANCE PROCESS ITEMS: GP-05 Role of Vice Chair – Policy Review:
President Phelan presented policy GP-05 Role of Vice Chair for the Board's regular review of the policy.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE POLICY GP-05 ROLE OF VICE CHAIR WITHOUT AMENDMENTS.

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

GOVERNANCE PROCESS ITEMS: EL-01 Treatment of Students – Policy Review:
President Phelan presented policy EL-01 Treatment of Students for the Board's regular review of the policy.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE POLICY EL-01 TREATMENT OF STUDENTS WITHOUT AMENDMENTS.

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

GOVERNANCE PROCESS ITEMS: EL-01 Treatment of Students – Interpretations Review: President Phelan presented his interpretations for policy EL-01 Treatment of Students for the Board's regular review of the interpretations. He highlighted the below updates to his interpretation of Item 5:

5. Permit unfair, inconsistent or untimely handling of student complaints.

INTERPRETATION

Compliance will be demonstrated when

- a) A timeline that is prescribed for [non-academic](#) and [financial aid](#) appeals is in place and these timelines are included in the respective forms.
- b) Regarding academic complaints, the faculty follow a process that is outlined [online](#).

Trustee Simpson asked how well the students know to navigate this information. President Phelan listed the numerous routes of access students have to this information, as well as the processes that are promoted regularly by staff.

Trustee Barnes asked if there was any recent impetus for the updates to the interpretations. President Phelan noted that as the best course of action for students, policy is in constant review.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE CEO'S INTERPRETATIONS FOR POLICY EL-01 TREATMENT OF STUDENTS AS PRESENTED.

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

CONSIDERATION OF UNIVERSAL FEE REDUCTION: President Phelan reviewed his action resulting in the reduction of the universal student fees rate from the Board approved \$50 to \$48.50, requesting the Board's formal affirmation of this fee change, in order to stay below the 5% tuition and fee cap applied by the Legislature and Governor.

Vice-Chairperson Patterson asked if the audit could have caught a calculation error. President Phelan described a change in calculation interpretation rather than an error. He noted that the past audit was for FY '21 and that this issue occurs in FY '23. He noted that the State changed their interpretation of how to calculate the formula, and other community colleges in the State were equally affected.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE REDUCED UNIVERSAL STUDENT FEE RATE FROM \$50 TO \$48.50.

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

CONSENT / REQUIRED APPROVAL AGENDA

BOARD CONSIDERATION OF STATE REQUIRED BEST PRACTICES RESOLUTION:

President Phelan presented a resolution certifying that the College not only meets, but exceeds, all of the best practice standards required by State appropriations.

MOTION BY TRUSTEE HEINS TO APPROVE THE RESOLUTION CERTIFYING THAT THE COLLEGE NOT ONLY MEETS, BUT EXCEEDS ALL OF THE BEST PRACTICE STANDARDS REQUIRED BY STATE APPROPRIATIONS.

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

BOARD CONSIDERATION OF SPECIAL LICENSE APPLICATIONS AND RESOLUTION:

President Phelan presented two (2) applications affiliated with the Jackson College Reverse Raffle on November 12, 2022 and the Annual Sportsman Banquet on February 11, 2023, both held in the Jackson College Fieldhouse. The Special License Applications require the Board's roll call vote approving the affiliated Resolution.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE RESOLUTION AUTHORIZING THE APPLICATIONS FOR SPECIAL LICENSE.

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

MONITORING CEO PERFORMANCE

FOLLOW-UP CEO PERFORMANCE MONITORING: EL-00 General Executive Constraint – Evidence Review:

For its first review by the Board since its creation, President Phelan presented the evidence (i.e., monitoring report) for Policy EL-00 General Executive Constraint, indicating full compliance according to his previously approved interpretations.

MOTION BY TRUSTEE VICE-CHAIRPERSON PATTERSON TO ACCEPT THE MONITORING REPORT FOR POLICY EL-00 GENERAL EXECUTIVE CONSTRAINT AS FULLY COMPLIANT.

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

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

President Phelan presented the evidence (i.e., monitoring report) for Policy EL-02 Treatment of Staff for review by the Board, indicating full compliance according to his previously approved interpretations.

Trustee Simpson asked how often the Tip 411 anonymous tip line was reviewed. Ms. Cindy Allen responded that the line comes directly to her regularly and is mostly used by housing students.

MOTION BY VICE-CHAIRPERSON PATTERSON TO ACCEPT THE MONITORING REPORT FOR POLICY EL-02 TREATMENT OF STAFF AS FULLY COMPLIANT.

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

CEO COMPLIANCE REVIEW / PERFORMANCE:

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

In review of the President's current contract and amendments, Chairperson Crist is engaging Mr. Bill Abbott for review and recommendation. At the Board's October 10th, 2022 regular meeting, Mr. Abbott will bring back his analysis of the VEBA (Voluntary Employees Beneficiary Association) plan in the President's contract. Going forward, a review of the VEBA plan will be conducted annually in August.

MONITORING BOARD PERFORMANCE

BCD-03 DELEGATION TO THE PRESIDENT – SURVEY RESULTS REVIEW:

The Board reviewed the results of a self-evaluation survey of Policy BCD-03 Delegation to the President. Compliance with policy statements was determined with no changes.

BCD-04 MONITORING PRESIDENT PERFORMANCE – SURVEY RESULTS REVIEW:

The Board reviewed the results of a self-evaluation survey of Policy BCD-04 Monitoring President Performance. Compliance with policy statements was determined with no changes.

INFORMATION REQUEST BY THE BOARD

June 2022 Financial Report

President Phelan walked the Board through the June 2022 Financial Report, recording the end of the fourth quarter and fiscal year. He noted that conservative spending has helped to make FY' 22 a positive year financially. He pointed out reduced expenses relative to wages due to current universal hiring and retention challenges.

President Phelan described that the budget is seeing the last impact of HEERF funding. He also emphasized promising gains in billing contact hours from last year.

Next Board Meeting Topics – October 10th, 2022:

President Phelan provided the members a portend of items that are to come at the 10.10.22, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are the currently anticipated topics:

- Policy & Interpretations Review: EL-04 Financial Conditions & Activities
- Policy & Interpretations Review: EL-08 Communication & Support to the Board
- Evidence Review: EL-01 Treatment of Students
- Survey Results Review: BCD-01 Unity of Control
- Survey Results Review: GP-05 Role of Vice Chair
- Audit Committee Meeting
- FY2023 Q1 Financial Report
- Fall Planning Session Agenda – 10.18.22
- ACCT Leadership Congress – 10.26-29.22 in NYC
- VEBA Review
- President's Contractual Review Considerations

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 more than adequate.

ADJOURN

MOTION BY TRUSTEE LAKE "To adjourn."

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

Meeting Adjourned at 7:26 pm ET.

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 10, 2022</p>
--



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

Subject to be Discussed and Policy Reference:
<p>3.0 Declaration of Conflict of Interest*</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
Description:
<p>Consistent with Board Policy, By-laws, and the standard 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 note the item in question, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
Resource Impact:
None
Requested Board Action:
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
<p>4.0 Ownership Linkage</p> <p>4.1 Public Comments (limit of 5 minutes per person)</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</p>
Description:
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless a significant number of people plan to speak, and, in that instance, the Board Chair may limit a person's comments to less than five (5) minutes.</p> <p>The Chairperson may offer the following statement prior to persons offering comment:</p> <p><i>"When addressing the Board, speakers are asked 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></p> <p><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></p>
Resource Impact:
None
Requested Board Action:
Receive comments from persons wishing to address the Board.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:
<p>4.0 Ownership Linkage</p> <p>4.2 Board & CEO Comments</p> <p>4.2.1 MCCA President, Brandy Johnson Comments</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference</p>
Description:
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, 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> <p>I would like to welcome to the meeting our MCCA President, Brandy Johnson.</p>
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:	
4.0	Ownership Linkage
4.3	Ownership Linkage Committee Status
<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference	
Description:	
<p>This item is placed on the agenda for both Chairperson Crist and Trustee Lake to provide an update on the final round of in-person Ownership Linkage meetings and receive any Board comment.</p> <p>The Ownership Linkage Committee met with the Jackson City Council on 09.27.22 and members of the Jackson County Farm Bureau on 10.04.22. Notes from those meetings can be found in the Resource Center of Diligent under Ownership Linkage.</p> <p>Meetings are in the process of being scheduled with the following groups:</p> <ul style="list-style-type: none"> • Lily Missionary Baptist Church • Queen of the Miraculous Medal Parish 	
Resource Impact:	
None	
Requested Board Action:	
Consider update from Trustees regarding Ownership Linkage progress.	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.1 Board Consideration: Board Fall Planning Session Agenda – 10.18.22 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda
Description:
Enclosed for your consideration is a draft agenda for the Board's Fall Planning Session on October 18, 2022.
Resource Impact:
None
Requested Board Action:
Consideration and approval of the agenda for the Board's Fall Planning Session on October 18, 2022.
Action Taken:

BOARD OF TRUSTEES FALL PLANNING SESSION**Action & Information Report**

Board Meeting Date: October 18, 2022



Jackson College
 Board of Trustees
 Fall Planning Session - Tuesday, October 18, 2022
 8:00am-12:00pm

TIME	AGENDA
8:00am	1.0 Call to Order & Pledge of Allegiance
8:02am	2.0 Comments of the Chair & Overview of the Day
8:05am	3.0 Ownership Linkage 3.1 Public Comments (limit of 5 minutes per person)
8:10am	4.0 Context Setting – Our Changing Landscape
8:15am	5.0 Principal Points of Review & Discussion 5.1 BSN Partnership 5.2 MI Reconnect 5.3 Capital Outlay & Capital Grant 5.4 State Tuition Grants 5.5 Community College Funding Formula
8:30am	6.0 College Program Features: 6.1 Jason Valente – Potter Center Fire & Restoration
8:45am	6.2 Jeremy Frew – Dual Enrollment
9:00am	BREAK
9:15am	6.3 Todd Butler – CEP Changes
9:30am	6.4 John Globoker – Audit Status
9:45am	6.5 Kelly Crum – RSJ Prototype
10:00am	6.6 Julie Hand – Campaign Planning
10:15am	BREAK
10:30am	6.7 Doug Yenor – IT Goals & Objectives for FY '23
10:45am	6.8 Cindy Allen – Security & Preparedness
11:00am	7.0 Other Board Items 7.1 Board Consideration: Annual Trustee Events Invitations 7.2. Policy Governance Practice Review 7.3. Spring Planning Session & ACCT Support 7.4. Holiday Event Planning
11:45am	8.0 Plus/Delta
12:00pm	9.0 Adjourn*

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.1 EL-04 Financial Conditions & Activities – Policy Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities
Description:
Linked for its regularly scheduled review is policy EL-04 Financial Conditions & Activities. It can be viewed here . 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 EL-04 Financial Conditions & Activities.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.2 EL-08 Communication & Support to the Board – Policy Review* <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Description:
<p>Linked for its regularly scheduled review is policy EL-08 Communication & Support to the Board. It can be viewed here.</p> <p>At this time, I am not recommending any changes, nor have I received any recommendations for change from members.</p>
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EL-08 Communication & Support to the Board.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.3 EL-04 Financial Conditions & Activities – Interpretations Review* <p style="text-align: center;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities</p>
Description:
<p>Enclosed for its regularly scheduled review are my interpretations for policy EL-04 Financial Conditions & Activities.</p> <p>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.</p>
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending my interpretations for policy EL-04 Financial Conditions & Activities.
Action Taken:



Jackson College Board of Trustees

**MONITORING REPORT FOR EL – 04
FINANCIAL CONDITIONS AND ACTIVITIES
DATE: 10/10/2022**

Board Policy is indicated in bold typeface throughout.

I hereby present this monitoring report regarding your policy: “Financial Conditions and Activities”, according to the schedule previously defined. I certify that the information contained in herein is true and represents compliance with a reasonable interpretation of the policy, unless specifically stated otherwise. Interpretations are unchanged from the previous report, unless otherwise noted.

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

10/10/2022

Date

POLICY STATEMENT: With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board’s Ends.

~~The Board has~~ I have interpreted “...financial conditions and activities that would cause the development of fiscal jeopardy...” in policy items 1, 1.1, 2, 3, 3.1, 4, 5, 6 and 7.

~~Evidence of~~ compliance with this opening statement will be demonstrated by the evidence collectively provided ~~collectively~~ for the numbered policy statements, as well as ~~and~~ the following:

Compliance with the policy statement means that the CEO will not allow expenditures not aligned with the achievement of the Board’s Ends.

The primary means of achieving the College’s Board’s Ends (for students and community) are through: (a) the people who teach, provide student support services, ensure efficient administration, maintain facilities and grounds, keep the campus safe, and by those who manage housing. These people, and their associated work, and are represented by constitute approximately 2/3 of the College’s expenditures; and (b) practical, operational expenditures including ~~—education is a people-intensive process~~.

of creating instructional ~~(b)~~ programs, providing for instructional and operational technology, as well as providing for needs, materials, rent, utilities & insurance, other related operating costs; which is represents approximately 21% of the College's annual budget.

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

1. Expend more funds than have been received in the current fiscal year ~~to date~~ unless the debt guideline below is met.

INTERPRETATION:

~~I The board has have partially interpreted that this policy in policy item 1.1. Compliance is will be demonstrated when a review of the College's, in addition to the evidence for 1.1,~~

~~a) Monthly financial statements over a 12 month period, indicate that, specifically the general fund income statement for the current monitoring period confirm exceeded annual expenses that expenses did not exceed income.~~

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

INTERPRETATION:

~~I interpret Compliance will be demonstrated when the annual debt service schedule of all obligations is not greater than that which can be repaid within the year. Further,:~~

- a) No expenditures greater than \$100,000 are made that were not included in the ~~initial annual general fund budget~~ financial plan, or in the annual five-year master plan. This is reasonable as an expenditure greater than this amount could not be covered by unencumbered revenues.
- b) Annual ~~E~~xpenditures on debt service do not exceed the Board approved budget.

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

INTERPRETATION:

~~I have interpreted that c~~Compliance will be demonstrated when:

- a) A review of the monthly financial statements confirm that the month end balance for the designated funds, which the board has set aside for future operations, ~~has~~ve not changed (declined) month to month during this monitoring period (November 2019 through September 2020). This is reasonable insofar as the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.
- b) An external review of restricted fund use is conducted and confirms use has been limited to intended use.

b) ~~The Annual Federal Awards Audit for 2019 which listed no findings for restricted fund usage was completed and is on the transparency website~~

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

INTERPRETATION:

~~The Board has~~ have partially interpreted this policy in ~~policy~~ item #3.04 as, —
Compliance ~~will be~~ing demonstrated when, in addition to the evidence for 3.1, a

A review of the monthly financial statements for ~~months of~~ the monitoring period confirms that the cash position of the College is positive. This is reasonable insofar as the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.

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

INTERPRETATION:

Compliance will be demonstrated when, in addition to the above, a:

A review of the College's monthly financial reports, for the monitoring period, confirm that an amount equal to, or greater than e amount prescribed 2/12ths or 16.6% of average monthly expenses, in the policy statement is held in reserve.

— ~~The requirement of the operating fund balance not being less than the average of two months operating expenses.~~

4. Allow the untimely payment of payroll and debts.

INTERPRETATION:

I interpret Ccompliance will be demonstrated when:

- a) Employees are paid biweekly, which is consistent with payment schedule required by employment contract /labor agreement and appointment letters received by administrators. This is reasonable insofar as the College's payroll register is a principal vehicle to determine if employee compensation obligations are satisfied. Further, union contracts provide for grievance procedures to the College, should those represented by the union, go unpaid.
- b) Vendors are paid weekly consistent with vendor contracts and bond debt is paid semi-annually according to internal controls and processes reviewed by our external auditor. This is reasonable insofar as the Board-selected auditor is an external, third-party review mechanism for determining if College obligations are satisfied.

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

INTERPRETATION:

I have interpreted that Ccompliance will be demonstrated when

~~T~~there is a process in place, which is annually reviewed by the ~~Controller~~Comptroller and CFO, on 11/4/2020 which states-defines the College's process for past due payments from students which minimally. ~~This process~~ includes in-house calls-communication made to students who have an outstanding balance at the end of the semester allowing students to make payment arrangements or make payment in full up to 45 days. A

~~A~~fter 45 days, delinquent accounts are turned over to collections.

~~Students who owe for a prior semester with a balance over \$100 are not able to register. This policy is up to date and accessible to students.~~

These steps are reasonable because they align with industry best practices.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The year-end informational reports, required by the IRS, are submitted timely and with no penalties.

- b) Sales Use and Withholding Tax returns are submitted monthly by required deadline.
- c) Quarterly 941 Reports have been submitted to the IRS.
- d) Payroll withholding taxes are submitted on a biweekly basis that aligns with the payroll schedule.

This interpretation is reasonable as it addresses all required federal and state reporting requirements, timelines, and provides for verification of submissions.

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

~~I am reporting partial compliance with this statement with explanation below.~~

INTERPRETATION:

~~Compliance will be demonstrated when:~~

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

~~This interpretation is reasonable as it addresses all required federal and state reporting and submissions~~

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

INTERPRETATION:

I have interpreted that C~~ompliance~~ompliance will be demonstrated when:

~~T~~he College's Comptroller confirms th~~ated on 11/4/2020~~ere i~~was~~as no acquisition, encumbrance, or disposal of land or buildings outside of the Board-approved five-year master plan~~the Board approved.~~

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



Jackson College Board of Trustees

**MONITORING REPORT FOR EL – 04
FINANCIAL CONDITIONS AND ACTIVITIES
DATE: 10/10/2022**

Board Policy is indicated in bold typeface throughout.

I hereby present this monitoring report regarding your policy: “Financial Conditions and Activities”, according to the schedule previously defined. I certify that the information contained in herein is true and represents compliance with a reasonable interpretation of the policy, unless specifically stated otherwise. Interpretations are unchanged from the previous report, unless otherwise noted.

10/10/2022

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

Date

POLICY STATEMENT: With respect to the actual, ongoing financial conditions and activities, the President shall not cause or allow the development of fiscal jeopardy or actual expenditures that are not aligned with achievement of the Board’s Ends.

I have interpreted “...financial conditions and activities that would cause the development of fiscal jeopardy...” in policy items 1, 1.1, 2, 3, 3.1, 4, 5, 6 and 7. Compliance with this opening statement will be demonstrated by the evidence collectively provided for the numbered policy statements, as well as the following:

Compliance with the policy statement means that the CEO will not allow expenditures not aligned with the achievement of the Board’s Ends.

The primary means of achieving the Board’s Ends (for students and community) are through; (a) the people who teach, provide student support services, ensure efficient administration, maintain facilities and grounds, keep the campus safe, and by those who manage housing. These people, and their associated work, constitute approximately 2/3 of the College’s expenditures; and (b) practical, operational expenditures including process of creating instructional programs, providing for instructional and operational technology, as well as providing for materials, rent, utilities & insurance, other related operating costs; which represents approximately 21% of the College’s annual budget.

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

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

INTERPRETATION:

I have interpreted that compliance is demonstrated when a review of the College's [Monthly financial statements over a 12 month period](#), indicate that general fund income exceeded annual expenses.

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

INTERPRETATION:

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

- a) No expenditures greater than \$100,000 are made that were not included in the annual general fund budget, or in the annual five-year master plan. This is reasonable as an expenditure greater than this amount could not be covered by unencumbered revenues.
- b) Annual expenditures on debt service do not exceed the Board approved budget.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) A review of the monthly financial statements confirm that the month end balance for the designated funds, which the board has set-aside for future operations, has not changed (declined) month to month during this monitoring period (November through September). This is reasonable insofar as the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.
- b) An external review of restricted fund use is conducted and confirms use has been limited to intended use.

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

INTERPRETATION:

I have partially interpreted this policy in item #3.0 as compliance being demonstrated when, in addition to the evidence for 3.1, a review of the monthly financial statements for

the monitoring period confirms that the cash position of the College is positive. This is reasonable insofar as the College's financial statements are the vehicle by which all financial transactions are summarized, within a reporting period.

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

INTERPRETATION:

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

4. Allow the untimely payment of payroll and debts.

INTERPRETATION:

I interpret compliance will be demonstrated when:

- a) Employees are paid biweekly, which is consistent with payment schedule required by employment contract /labor agreement and appointment letters received by administrators. This is reasonable insofar as the College's payroll register is a principal vehicle to determine if employee compensation obligations are satisfied. Further, union contracts provide for grievance procedures to the College, should those represented by the union, go unpaid.
- b) Vendors are paid weekly consistent with vendor contracts and bond debt is paid semi-annually according to internal controls and processes reviewed by our external auditor. This is reasonable insofar as the Board-selected auditor is an external, third-party review mechanism for determining if College obligations are satisfied.

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

INTERPRETATION:

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

These steps are reasonable because they align with industry best practices.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

This interpretation is reasonable as it addresses all required federal and state reporting requirements, timelines, and provides for verification of submissions.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the College's Comptroller confirms that there is no acquisition, encumbrance, or disposal of land or buildings outside of the Board-approved five-year master plan.

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.4 EL-08 Communication & Support to the Board – Interpretations Review* <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Description:
<p>Enclosed for its regularly scheduled review are my interpretations for policy EL-08 Communication & Support to the Board.</p> <p>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.</p>
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending my interpretations for policy EL-08 Communication & Support to the Board.
Action Taken:

**Jackson College
Board of Trustees**

Formatted: Left

**MONITORING REPORT FOR EL – 08 Communication and Support to the Board
DATE: 10/10/2022**

Formatted: Left

Board Policy is indicated in bold typeface throughout.

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



10/10/2022

Daniel J. Phelan, Ph.D.

~~President and CEO~~ **Chief Executive Officer**

Date

POLICY STATEMENT: The ~~President~~ **Chief Executive Officer shall not permit the Board to be uninformed or unsupported in its work.**

INTERPRETATION:

I declare 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~~ **Chief Executive Officer shall not:**

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

~~The Board has fully interpreted that compliance with this statement to interpreted what it mean that there shall be no by withholding of information, or impeding the flow of information to the Board, nor shall there be any and confounding of information needed by the Board for its optimal functioning.~~

- 1.1. Allow the Board to be without timely decision information to support informed Board choices, including regular updates on the status of the Board's governance expenditures, environmental scanning data, and risk assessment.**

INTERPRETATION:

~~I have interpreted that c~~ Compliance with this statement will be demonstrated when:

- a) The annual budget includes allocations for the Boards expenses which are allocated as follows: Audit, Legal, Subscriptions, Professional Development, Telephones and Meeting Expenses.
- b) The Board will be made aware if there are over expenditures in their overall annual department fund governance budget.
- c) The Board is provided with relevant context, as well as full disclosure as to the strengths and weaknesses of the item before the Board for their deliberation (e.g., relevant environmental scanning, ~~and~~ risk assessment-when appropriate, etc.) when being asked to make decisions.

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

The President/Chief Executive Officer has informed the Board when there is anticipated, and/or actual non-compliance of any EL or Ends policy, and that such communication has been documented.

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

- Anticipated media coverage;
- Actual or anticipated legal actions;
- Material or publicly visible internal changes or events, including changes in executive personnel;
- Anticipated noncompliance with federal law, state law or local;
- Quarterly financial statement;
- Annual year-end financial report; or

Formatted: Font: 12 pt, Bold

Formatted: Normal, Indent: Left: 0"

- Names and titles of two executive ~~ad~~administration members familiar with Board and ~~presidential~~executive-matters and processes.

INTERPRETATION:

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

- The ~~President~~Chief Executive Officer regularly provides *Trustee Briefings* to the Board that include the above mentioned items, as needed. Further, a~~Additional~~ email communications, and/or phone calls are deployed when necessary to inform Trustees of any urgent matters.
- ~~Monthly~~ Quarterly financial statements, year-end financials, and annual audit reports are available and accessible online.
- Quarterly financial statements are presented to the ~~B~~board by the ~~President~~Chief Executive Officer.

1.4.1.5. Allow the Board to be unaware that, in the ~~President's~~Chief Executive Officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the ~~President~~Chief Executive Officer.

INTERPRETATION:

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

- The Board is notified electronically or is advised via email or verbally reminded at a meeting (and recorded in minutes) that they are out of compliance established Board policy(ies).
- During the Summer Board Retreat, time is provided to discuss Board/~~President~~Chief Executive Officer's interworking's policy governance practice, and policy compliance.

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

INTERPRETATION:

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

- ~~Board m~~Meeting pack content is clear and labeled appropriately so Trustees know what items are for decision making or informational only. Further, each item shall include a coversheet that outlines the issue before the Board and what is being asked of them regarding the item.

- b) ~~Each The President inquires Board agenda includes an item about regarding the quality and relevance of information presented, at meetings.~~

~~The President is evaluated annually which includes the President's performance during board meetings.~~

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

INTERPRETATION:

~~I have interpreted that compliance with this statement will be demonstrated when. The Board has partially interpreted this within 2.1 and 2.2. Compliance will be demonstrated when~~ in addition to evidence to 2.1 and 2.2:

- a) An individual is identified by the Chief Executive Officer, to provide administrative support to the Bboard for all reasonably requested items, including but not limited to, Bboard meeting preparation, taking of meeting minutes, policy storage and professional development arrangements.

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

INTERPRETATION:

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

- a) Board members are provided with a college-owned device ~~that they can utilize~~ for board meetings and communications.
- b) Board members have access to a dedicated system to access their board meeting packs and other resources (Diligent Boardbooks).

2.2. Allow the Board to be without administrative support to assist the ~~Secretary of the Board~~ in achieving ~~the Secretary's assigned~~intended results.

INTERPRETATION:

~~I have interpreted that c~~Compliance will be demonstrated when:

- a) An individual is identified by the Chief Executive Officer to provide administrative support to the Bboard for all requested items including, but not limited to, Bboard meeting preparation, taking of meeting minutes, policy storage and professional development arrangements.

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

- ~~a) a) The President/Chief Executive Officer confirms that they have not been notified by or favored any trustee~~
~~Trustees being favored~~ over another.
- b) The Board Chairperson confirms that they have not received any notice from Board members as to their belief that one or more members are favored over others.

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

INTERPRETATION:

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

- a) Items for required approval from the Board Planning Cycle and Agenda policy appear on the meeting agendas.

**Jackson College
Board of Trustees**

MONITORING REPORT FOR EL – 08 Communication and Support to the Board

DATE: 10/10/2022

Board Policy is indicated in bold typeface throughout.

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



10/10/2022

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

Date

POLICY STATEMENT: The Chief Executive Officer shall not permit the Board to be uninformed or unsupported in its work.

INTERPRETATION:

I declare 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. Withhold, impede, or confound information relevant to the Board’s informed accomplishment of its job.**

I have interpreted that compliance with this statement to mean that there shall be no withholding of information, or impeding the flow of information to the Board, nor shall there be any confounding of information needed by the Board for its optimal functioning.

- 1.1. Allow the Board to be without timely decision information to support informed Board choices, including regular updates on the status of the Board’s governance expenditures, environmental scanning data, and risk assessment.**

INTERPRETATION:

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

- a) The annual budget includes allocations for the Boards expenses which are allocated as follows: Audit, Legal, Subscriptions, Professional Development, Telephones and Meeting Expenses.
- b) The Board will be made aware if there are over expenditures in their overall annual governance budget.
- c) The Board is provided with relevant context, as well as full disclosure as to the strengths and weaknesses of the item before the Board for their deliberation (e.g., relevant environmental scanning, risk assessment, etc.) when being asked to make decisions.

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

The Chief Executive Officer has informed the Board when there is anticipated, and/or actual non-compliance of any EL or Ends policy, and that such communication has been documented.

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

- Anticipated media coverage;
- Actual or anticipated legal actions;
- Material or publicly visible internal changes or events, including changes in executive personnel;
- Anticipated noncompliance with federal law, state law or local;
- Quarterly financial statement;
- Annual year-end financial report; or

- **Names and titles of two executive administration members familiar with Board and executive matters and processes.**

INTERPRETATION:

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

- a) The Chief Executive Officer regularly provides *Trustee Briefings* to the Board that include the above mentioned items, as needed. Further, additional email communications, and/or phone calls are deployed when necessary to inform Trustees of any urgent matters.
- b) Monthly financial statements, year-end financials, and annual audit reports are available and accessible online.
- c) Quarterly financial statements are presented to the Board by the Chief Executive Officer.

- 1.5. Allow the Board to be unaware that, in the Chief Executive Officer's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the Chief Executive Officer.**

INTERPRETATION:

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

- a) The Board is notified electronically or verbally reminded at a meeting (and recorded in minutes) that they are out of compliance established Board policy(ies).
- b) During the Summer Board Retreat, time is provided to discuss Board/Chief Executive Officer's interworkings, policy governance practice, and policy compliance.

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

INTERPRETATION:

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

- a) Board meeting pack content is clear and labeled appropriately so Trustees know what items are for decision making or informational only. Further, each item shall include a coversheet that outlines the issue before the Board and what is being asked of them regarding the item.
- b) Each Board agenda includes an item regarding the quality and relevance of information presented.

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

INTERPRETATION:

I have interpreted that compliance with this statement will be demonstrated when, in addition to evidence to 2.1 and 2.2:

- a) An individual is identified, by the Chief Executive Officer, to provide administrative support to the Board for all reasonably requested items, including but not limited to, Board meeting preparation, taking of meeting minutes, policy storage and professional development arrangements.

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

INTERPRETATION:

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

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

2.2. Allow the Board to be without administrative support to assist the Board in achieving intended results.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) An individual is identified by the Chief Executive Officer to provide administrative support to the Board for all requested items including, but not limited to, Board meeting preparation, taking of meeting minutes, policy storage and professional development arrangements.

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

- a) Items for required approval from the Board Planning Cycle and Agenda policy appear on the meeting agendas.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.1 EL-01 Treatment of Students – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-01 Treatment of Students

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-01 Treatment of Students.

You will note that my report indicates full compliance according to previously established and approved interpretations.

I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board consideration of, and agreement with the monitoring report and my policy compliance.

Action Taken:

**Jackson College
Board of Trustees**

**MONITORING REPORT FOR EL – 01 TREATMENT OF STUDENTS
DATE: 10/10/2022**

Board Policy is indicated in bold typeface throughout.

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



10/10/22

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

Date

POLICY STATEMENT: The President shall not cause or allow conditions, procedures or decisions related to the treatment of students that are unsafe, unfair, disrespectful, or unnecessarily intrusive.

INTERPRETATION:

I declare 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. Permit students and others who use College property to be without reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) There are operational policies in place to protect students from any conditions that might threaten their health, safety or well-being, all of which are accessible on the College’s web page, which are reviewed every two years to ensure relevancy and currency. Specifically, these policies are:
 - a. Tobacco Free Environment 1715.
 - b. Threats and Violence 2609.
 - c. Student Rights, Responsibilities and Code of Conduct 2701.

- b) Safety Data Sheets (SDS) are maintained and accessible upon request to employees and students in compliance with OSHA standard 1910.1200(b)(4)(ii) *College maintains copies of any SDS that are received with incoming shipments of the sealed containers of hazardous chemicals, The College obtains a safety data sheet as soon as possible for sealed containers of hazardous chemicals received without a SDS. The College shall ensure that the safety data sheets are readily accessible during each work shift to employees when they are in their work area(s)".*
- c) There is a current plan in place for snow and ice removal.
- d) A current emergency reference guide is available on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. The guide content and placement of the guide is consistent with advice from local police and fire departments.
- e) A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website. Additionally, Institutions of Higher Education (IHEs) receiving Federal funds or financial assistance are required to maintain programs which prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.
- f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years. This meets the requirement of Clery Act that colleges and universities publish a Campus Crime Annual Report.
- g) A pandemic plan is current and accessible on the College's website together with the most up to date information on COVID-19 for students and employees. All pandemic related efforts, including prototyping and reintroduction of College activities are reviewed by the College's Reintegration Task Force (RTF), and subsequently by the College's Leadership Council.
- h) Students and employees have easy access system which communicates campus closings and cancellations due to weather or other emergency situations and are aware of how to access the system.
- i) Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.
- j) Mental and physical health services, through Family Services & Children's Aid, and Henry Ford Jackson Hospital respectively, provide related services for all students and employees.

This interpretation is reasonable because it ensures compliance with some key legal requirements to ensure the safety of all who are on campus.

EVIDENCE:

- a) The Operations Coordinator confirmed on 10/5/22 that the following policies are accessible online and have been reviewed in the last two years:

- a. Tobacco Free Environment 1715 - last approved on 10/5/22.
- b. Threats and Violence 2609 – last approved on 10/5/22
- c. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last approved by the Leadership Council on 10/5/22.
- b) The Chief Campus Operations Officer confirmed on 9/30/22 that the Safety Data Sheets are current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Chief Campus Operations Officer confirmed on 9/30/22 that the operational plans are current to take care of snow and ice removal. This is an internal operational plan that is not posted online.
- d) The Safety and Security Manager confirmed on 9/28/2022 that the [emergency reference guide](#) is available online.
- e) The Safety and Security Manager confirmed on 9/28/2022 that the Drug and Alcohol Abuse and Prevention Program (DAAPP) is accessible online. The document was last updated in 2022 which is within the two year review period.
- f) The Safety and Security Manager confirmed on 9/28/2022 that the 2022 Campus Crime and Fire Report is available online and contains statistics for 2019 to 2021.
- g) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/29/2022 that the College's Pandemic Plan is located online and that the COVID-19 information was current as of 9/28/2022.
- h) The Safety and Security Manager confirmed on 9/28/2022 that the College still uses the Nixle alert system which students and employees can sign up for online. Information on Nixle signup is provided during the mandatory new employee orientation. Communication regarding emergencies is also sent via email.
- i) The Chief Campus Operations Officer confirmed on 9/30/22 that these inspections are up to date. Documentation of inspections for elevator and boiler inspections and the Fire Safety & Extinguisher inspection reports are stored with the Chief Campus Operations Officer and/or his staff.
- j) Annual contracts are issued and are on file with the Chief Legal, Talent, Equity & Administrative Officer that define provisions for the College's [Oasis Center](#), which provides mental health services to students and employees, as well as for the College's [Health Clinic](#), which provides medical care and evaluation to students and employees.

1.1. Allow students to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a Sexual Discrimination/Harassment Policy which is accessible to students and employees that is reviewed every two years, including legal review.
- b) An Incident Reporting Form and anonymous tip line are available to students to report issues of harassment and is easily accessible.
- c) The College has identified a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator and their contact information is easily accessible to students.
- d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.
- e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.
- f) The annual federal filing of the Clery Act report includes a report of all harassment incidents.
- g) All employees complete the required periodic training on recognizing harassment.
- h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements required by the Clery Act and it is consistent with College's zero tolerance focus.

EVIDENCE:

- a) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/28/2022 that the Sexual Discrimination/Harassment Policy 1717 was last reviewed on 12/8/2021 and is accessible on the website.
- b) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/28/2022 that as described within policy 1717 the following reporting methods are available online for students and employees
 - a. The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/28/2022 that An incident reporting form is online.
 - b. The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/28/2022 that information on how to submit an anonymous tip using an online tip form online or via a text message are available online.
- c) The President designated the Chief Legal, Talent, Equity & Administrative Officer as the Title IX Coordinator. All related contact information is readily available online. This was confirmed by the Operations Coordinator on 9/28/2022.
- d) A clear Title IX Investigation Process is up to date and accessible online. This was verified by the Operations Coordinator on 9/28/2022

- e) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/28/2022 that there was 1 investigation conducted in the monitoring period related to sexual discrimination or harassment. The claim was dismissed.
- f) The Safety and Security Manager confirmed on 10/1/2022 that the Clery Act report which was filed on 9/28/22 included a report of all incidents reported and investigated in this monitoring period.
- g) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 10/2/2022 that out of 241 permanent full and part time employees, 237 have completed mandatory training.
- h) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 9/29/2022 that 42 employees who are new to the College during this monitoring period signed off on a document stating *"I acknowledge that I have read and understand the Jackson College Administrative Policies and related materials which are available on the JC Policy web page. I understand that I am required to abide by college policies as a condition of employment. I am also aware that new policies may be added and that existing policies may be revised, amended or deleted at the discretion of the College and that it is my responsibility to periodically review the manual and policies for updates."*

2. Deliver programs in a manner that is insensitive to students' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available equity training, cultural training and ongoing professional development to all employees.
- b) The Chief Diversity Officer ensures the curriculum is unbiased, is inclusive, and creates a sense of belonging.
- c) The College works with focus groups of students and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities. This helps the College to better serve these diverse populations, and encourages a more welcoming institution. These affinity groups include African American, LatinX, Asian/Pacific Islander, LGBTQIA+, Elder & Faith. The LGBTQIA+ and Elder liaison positions are currently posted. The interpretation is reasonable because the processes reflect best practices and current thinking and research.

EVIDENCE:

- a) The Chief Diversity Officer confirmed that on 9/28/2022 that all employees are required yearly to do a mandatory online training through safe colleges on microaggression and implicit bias training. John Willis, Chief Equity Officer, provided virtual microaggression training on 3/4/2022. Convocation Breakout Session for FL 2022 was "Equity is not Fair" presented by Daniel Mahoney & Jacob Inosencio on 8/22/2022.

- b) The Chief Diversity Officer is tri-chair of the Equity Design Team which guides institutional change and helping to close achievement gaps with an equity lens. The Equity Design Team is guided by Achieving The Dream coaches. The Chief Diversity Officer is a part of the Curriculum Committee which focuses on equity within the curriculum, pedagogy and help to create a diversity section of the course FL 202 to produce equitable outcomes.
- c) The following affinity groups have held various programming for students and employees. Here are few describing what Affinity groups have done.
 - African American: Assisted in relaunching MLK Courses at the Martin Luther King Recreation Center (August 2022) and virtual symposium on the impact of implicit bias from the perspective of a black professional (February 2022).
 - LatinX Hispanic Heritage Campus Celebration (September 15, 2022) and Hispanic Heritage Festival in Downtown Jackson (September 18, 2022).
 - Asian/Pacific Islander: Chinese New Year Celebration (January 31, 2022) and AAPI Heritage Origami Event (May 27, 2022).
 - Elder Foster Care: Free Tuition for Senior Citizens (Summer & Fall 2022) and Lunch & Learn with the Aging Community (August 8, 2022).
 - Faith Based: Kwanza Celebration (December 2021) Online Faith Community Directory Guide (Flyer 2022).
 - LBGTQIA+: Pride Fest (April 2022) and Hanging of the Pride Flag (June 2022).

3. Permit violation of student confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) A policy is in place and current (reviewed every two years) that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) Training is mandatory for all new employees and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements and is a required training for new employees.

EVIDENCE

- a) On 9/26/22 the Chief Academic and Student Service Officer confirmed that the Access to Student Information policy is current and accessible online. The date of last review was 10/5/2022.
- b) On 10/4/2022, the Director of Human Resources confirmed that all employees completed the electronic FERPA training via Vector Solutions for the current monitoring period and all 42 new employees in the current monitoring period completed FERPA training within their first 14 days of employment. Prior to

COVID-19 restrictions, lastly in December 2020, the Registrar also conducted in-person training for faculty at Fall faculty learning days. The Registrar is scheduled to provide in-person training once again for faculty on FERPA at the faculty learning days in January and August of 2023.

3.1. Use forms or procedures that elicit information for which there is no clear necessity.

INTERPRETATION

Compliance will be demonstrated when:

- a) No requests for data/information are approved without having a necessary reason to do so as outline in policy 2801 Access to Student Information policy.
- b) Internal forms that undergo content change are reviewed by respective committees.

The interpretation is reasonable because it ensures compliance with the Colleges policy, which meets legal requirements.

EVIDENCE

- a) On 9/26/22 the Chief Academic and Student Service Officer confirmed that any requests being made are checked against policy 2801 Access to Student Information policy.
- b) Minutes are kept for all integrity committees as a check and balance for action taken.

3.2. Use methods of collecting, reviewing, storing or transmitting student information that inadequately protects against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) Student information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access. These practices are defined through policy 1614 Information Security.
- b) An annual external Information Technology Security audit is conducted every year.

The interpretation is reasonable because these standards are aligned with FERPA standards and that external audit provides transparency and helps systematically review the colleges policies and practices to identify any potential security issues.

EVIDENCE:

- a) The College's policy Information Security is current and available online. This policy provides detailed procedures and processes that are meant to protect College data

that is generated, accessed, transmitted and stored by the college. The College has implemented the use of IronBox which allows the college to send and receive sensitive data securely.

- b) On 10/4/22 the College's Comptroller confirmed that the annual external Information Technology Security audit for 2021 was completed and presented to the Audit Committee of the Board of Trustees on 10/11/2021. This practice has been in place since 2017.

4. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.

INTERPRETATION

Compliance will be demonstrated when:

- a) There is an academic complaint process for incidents where students feel they have been unfairly graded with successive levels of complaint.
- b) The College offers a wide variety of recognition methods which celebrate our students' differences. These include the Kente Celebration, Ready Set Jet ceremony, academic achievement celebration, Phi Theta Kappa honors, outstanding student award, student excellence awards, and academic and athletics scholarships.

The interpretation is reasonable because it identifies intentional actions which are consistent with the philosophical foundation in College's Equity statement.

EVIDENCE:

- a) On 9/29/2022 the Operations Coordinator confirmed that an Academic Complaint process is in place and that the process is clearly outlined online for students.
- b) On 9/29/2022 the Operations Coordinator confirmed with the Chief Diversity Officer that the above-mentioned recognition methods are still active.

5. Permit unfair, inconsistent or untimely handling of student complaints.

INTERPRETATION

Compliance will be demonstrated when

- a) A timeline that is prescribed for non-academic and financial aid appeals is in place and these timelines are included in the respective forms.
- b) Regarding academic complaints, the faculty follow a process that is outlined online.

The interpretation is reasonable because timelines are provided for students.

EVIDENCE:

- a) On 9/26/2022, the Chief Academic and Student Services Officer confirmed that timelines are still included on non-academic and financial aid appeals.

- b) On 9/26/2022, the Chief Academic and Student Services Officer confirmed that the Academic Complaint process is online and includes timelines.

5.1. Permit students to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.

INTERPRETATION

Compliance will be demonstrated when:

- a) College employs a fulltime Student Resolution Advocate whose identity and contact information are on the website and accessible by students.
- b) Academic Complaint, Financial Aid Appeal and Non-Academic Appeal forms are accessible online with timelines
- c) Student Appeals policy and processes are reviewed every two years.

The interpretation is reasonable because the practices and policies have been developed over time with experience and with reference to practices by other Colleges and are subject to a third-party audit that verifies their appropriateness.

EVIDENCE:

- a) On 9/28/2022 the Operations Coordinator confirmed that a fulltime Student Resolution Advocate is employed and that her contact information is online and easily accessed.
- b) On 9/28/2022 the Operations Coordinator confirmed that all the Academic Complaint, Financial Aid Appeal and Non-Academic Appeal forms are on the Ombudsman's webpage and that they all provide the student with a timeline.
- c) On 9/28/2022 the Operations Coordinator confirmed that the Student Appeals policy is online and has been reviewed within the last two years.

6. Permit students to be uninformed of student rights and responsibilities, including expectations for student behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) The Student Rights, Responsibilities and Code of Conduct Policy is accessible on website and reviewed every year.
- b) There is standardized communication to new students regarding the Student Rights, Responsibilities and Code of Conduct Policy

The interpretation is reasonable because it is based on best practices used by other institutions.

EVIDENCE:

- a) The Chief Academic and Student Services Officer confirmed on 10/5/2022 that Policy 2701 Student Rights, Responsibilities and Code of Conduct is posted on the website. <https://www.jccmi.edu/wp-content/uploads/2701.pdf> is current and has been reviewed within two years.
- b) At the time of acceptance, new students receive a link to the Student Rights, Responsibilities and Code of Conduct Policy.

7. Retaliate against any student for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The college has a Demonstrations Policy in place and up to date that protects student free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application

EVIDENCE:

- a) On 10/5/22, the Operations Coordinator confirmed that Policy 2612 Demonstrations is current and accessible online. This policy was last reviewed on 9/28/22.

8. Permit decisions affecting students to be taken without appropriate notification to students.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains Student Consumer Information as required by the Higher Education Opportunity Act of 2008 and notifies students three times per academic year that this information is available.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication to include a weekly announcement sent out to students and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying students.

EVIDENCE:

- a) On 9/28/2022 the Operations Coordinator verified that the Student Consumer Information page is active and up to date.
- b) On 9/28/2022 the Operations Coordinator verified that the Transparency Reporting Web page is active and up to date.
- c) On 9/28/2022 the Operations Coordinator verified with the Director of Marketing that weekly announcements are sent to all enrolled students. Also verified is that

the College has active social media accounts with Facebook, Twitter, YouTube and Instagram.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022

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

Subject to be Discussed and Policy Reference:
7.0 Monitoring CEO Performance 7.2 CEO Compliance Review <p style="margin-left: 40px;"><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
Description:
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).
Requested Board Action:
Discussion surrounding the President's compliance review.
Action Taken:



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 10.12.20
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	11.9.20 – Partially compliant 1.11.21 – Fully compliant	No Partial	Item 6. Allow tax payments or other government ordered	120 days	We received word from the state on 1/7/21 that		Compliant 1.11.21



President/CEO Monitoring Report Compliance

Jackson College

			payments or reports to be overdue or inaccurately filed.		they will be refunding us for our fine.		
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	11.9.20	Yes	n/a	n/a	n/a	n/a	Compliant 11.9.20
EL – 09 Organization Culture	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 10 Access to Education	2.14.22	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



President/CEO Monitoring Report Compliance

Jackson College

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 to begin in FY '23, post-pandemic.	FY'23		Installation of the Space Observatory not anticipated to begin until FY '23, post-pandemic.	Partially Compliant 4.11.22

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
8.0 Monitoring Board Performance 8.1 BCD-01 Unity of Control – Survey Result Review <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-01 Unity of Control
Description:
<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 discussion at the meeting will 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>
Resource Impact:
None
Requested Board Action:
Review of the results to determine compliance with policy statements and any changes that might be needed.
Action Taken:



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: BCD-01 UNITY OF CONTROL DATE: 09.30.2022

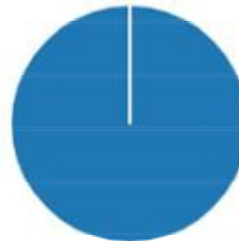
1. *Number of Response: 7*

2. *Policy opening statement:*

Only officially passed motions of the Board are binding on the President.

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. *Item 1:*

Decisions or instructions of individual Trustees, officers or committees are not binding on the President.

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. **Item 2:**

In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require in the President's opinion, a material amount of staff time, other resources or is deemed disruptive.

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. **Item 3:**

Only the Board acting as a body politic can employ, terminate, discipline, or change the conditions of employment of the President.

Have we acted consistently with this item of policy?



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

- N/A

10. **Other Board Comments:**

- N/A

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
8.0 Monitoring Board Performance 8.2 GP-05 Role of Vice Chair – Survey Result Review <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: GP-05 Role of Vice Chair
Description:
<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 discussion at the meeting will 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>
Resource Impact:
None
Requested Board Action:
Review of the results to determine compliance with policy statements and any changes that might be needed.
Action Taken:



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-05 ROLE OF THE VICE CHAIR DATE: 09.30.2022

1. *Number of Response: 7*
2. *Policy opening statement:*

The Jackson College Board Vice Chair shall, in the absence of the Board Chair/CGO, preside at all meetings of the Board and have such other duties and powers as the Board may specify.

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. **Other Board Comments:**
 - N/A

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 10, 2022</p>
--



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
9.1	VEBA Plan Review
	<u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-06 President Compensation
Description:	
In review of the President's current contract and amendments, Chairperson Crist has engaged Mr. Bill Abbott for review and recommendation. At the Board's September 12, 2022 regular meeting, the Board requested that Mr. Abbott present his analysis of the VEBA (Voluntary Employees Beneficiary Association) plan in the President's contract.	
Resource Impact:	
None	
Requested Board Action:	
Board consideration of Mr. Abbott's analysis of the VEBA plan in the President's contract.	
Action Taken:	

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 10, 2022</p>
--



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.2 FY 2023 Q1 Financial Report</p> <p align="right"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
Description:
<p>For the Board's review is the FY 2023 Q1 Financial Report.</p> <p>I am happy to answer any questions you may have.</p>
Resource Impact:
None
Requested Board Action:
Review of the FY 2023 Q1 Financial Report.
Action Taken:



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
September 30, 2022

Jackson College
Memo From John Globoker, Chief Financial Officer
For the September 30, 2022 Financial Report

Following is the September 30, 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.
- **Property taxes** - Favorable to budget due to higher than anticipated property tax collections.
- **Contract training** - Favorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Miscellaneous** - Unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Transfers** - Unfavorable to budget, due to a timing of support from the Foundation

Expenses

- **Benefits** - 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 serveral IT purchases that required larger upfront payments. We anticipate this will diminish over the fiscal year.
- **Rent, utilities, insurance** - Unfavorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Other operating costs** - Unfavorable to budget, due to timing of IT License purchases that require larger upfront payments. We anticipate that this will diminish over the fiscal year.
- **Capital Equipment** - Unfavorable to budget due to timing of purchases.

Jackson College
Memo From John Globoker, Chief Financial Officer
For the September 30, 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.
- **Hospitality** - Unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Miscellaneous** - Unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Transfers** - Unfavorable to budget, due to timing of transfers from the foundation.

Expenses

- **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.
- **Materials** - Unfavorable to budget, due to timing of purchases required to start the academic year. We anticipate that this will diminish over the fiscal year.
- **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, due to timing of deposit payments for Potter Center entertainers. We anticipate that this will diminish over the fiscal year.
- **Capital Equipment** - Unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.

Other Notes

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At March 31, 2022 interest revenues have exceeded \$421,000. 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 September 30, 2022 the College is meeting this requirement.

Jackson College
Revenue and Expense Statement
General Fund - FY 23
For the Three Months Ended September 30, 2022
Preliminary - Unaudited

	2022-2023 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date *
Revenue							
Gross tuition and fees	\$ 24,936,000	57.3%	\$ 10,426,614	41.8%	44.0%	\$ (545,226)	\$ 10,408,346
Less Institutional Scholarships	(725,000)	-1.7%	(285,336)	39.4%	44.0%	33,664	(290,442)
Net tuition and fees	24,211,000	55.6%	10,141,278	41.9%	44.0%	(511,562)	10,117,904
Property taxes	5,587,000	12.7%	1,566,061	28.0%	25.0%	169,311	3,929,622
State appropriations	13,428,792	30.9%	3,357,198	25.0%	25.0%	-	3,183,930
Contract training	35,000	0.1%	14,714	42.0%	25.0%	5,964	5,567
Miscellaneous	210,000	0.5%	42,316	20.2%	25.0%	(10,184)	89,818
Transfers	50,000	0.1%	-	0.0%	25.0%	(12,500)	11,622
Transfers - Federal grant funds	-	0.0%	-	0.0%	0.0%	-	-
Total revenues	43,521,792	99.9%	15,121,567	34.7%	20.8%	(358,971)	17,338,463
Expenses							
Wages	16,323,336	37.7%	4,273,369	26.2%	25.0%	192,536	3,450,614
Retirement	4,335,066	10.0%	1,133,799	26.2%	25.0%	50,032	945,867
Benefits	3,144,126	7.3%	708,211	22.5%	25.0%	(77,821)	721,094
Services - Staffing Agency	3,655,400	8.5%	933,843	25.5%	25.0%	19,993	689,279
Services	4,064,520	9.4%	1,173,354	28.9%	25.0%	157,224	529,225
Materials	1,653,675	3.8%	418,201	25.3%	25.0%	4,782	575,646
Rent, utilities, insurance	1,749,400	4.1%	490,364	28.0%	25.0%	53,014	441,344
Other operating costs	2,440,735	5.7%	710,255	29.1%	25.0%	100,071	526,115
Transfers-major maintenance	987,895	2.3%	246,974	25.0%	25.0%	-	16,232
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	4,460,045	10.3%	1,115,011	25.0%	25.0%	-	721,974
Transfers-Jets Store	-	0.0%	96,113	0.0%	0.0%	96,113	-
Capital equipment	348,000	0.8%	95,877	27.6%	25.0%	8,877	37,605
Total expenses	43,162,198	99.9%	11,395,371	26.4%	22.7%	604,821	8,654,995
Income over (under) expenses	\$ 359,594 **		\$ 3,726,196			\$ (963,792)	\$ 8,683,468

* 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 separately

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

Jackson College
Balance Sheet and Changes in Fund Balance - FY 22
September 30, 2022
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ (866,844)	\$ 11,942,036	\$ (409,712)	\$ -	\$ 322,005	\$ 17,456	\$ 14,785,670	\$ 521,944	\$ 26,312,555
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	16,794	-	-	16,794
Accounts receivable	11,022,140	-	-	-	30,501	-	306,377	-	11,359,018
Inventories	29,672	-	-	-	121,945	-	-	-	151,617
Other assets	61,702	-	(216)	-	175	-	79,231,895	-	79,293,556
Total assets	10,246,670	11,942,036	(409,928)	-	474,626	34,249	94,323,942	521,944	117,133,539
Liabilities and Fund Balance									
Accounts payable	197,715	-	1,725	-	-	-	-	-	199,440
Accrued liabilities	2,649,880	-	-	-	8,157	-	31,629,842	-	34,287,879
Deferred liabilities	2,256,977	-	-	-	-	-	-	-	2,256,977
Unearned revenue	1,400	-	-	-	250,127	-	-	-	251,527
Other liabilities	710,730	-	-	-	-	-	-	-	710,730
Total liabilities	5,816,702	-	1,725	-	258,284	-	31,629,842	-	37,706,553
Fund balance	4,429,968	11,942,036	(411,653)	-	216,342	34,249	62,694,100	521,944	79,426,986
Total liabilities and fund balance	\$ 10,246,670	\$ 11,942,036	\$ (409,928)	\$ -	\$ 474,626	\$ 34,249	\$ 94,323,942	\$ 521,944	\$ 117,133,539
Beginning fund balance									
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
	\$ 703,772	\$ 12,051,395	\$ 477,116	\$ -	\$ -	\$ 34,176	\$ 62,625,135	\$ 530,070	\$ 76,421,664
Current year income	15,121,567	(109,359)	4,096,798	-	1,159,450	73	1,064,336	9,304	21,342,169
Current year expenses	11,395,371	-	4,985,567	-	943,108	-	995,371	17,430	18,336,847
Ending fund balance	\$ 4,429,968	\$ 11,942,036	\$ (411,653)	\$ -	\$ 216,342	\$ 34,249	\$ 62,694,100	\$ 521,944	\$ 79,426,986

Jackson College
Revenue and Expense Statement
Auxiliary Services
For the Three Months Ended September 30, 2022
Preliminary - Unaudited

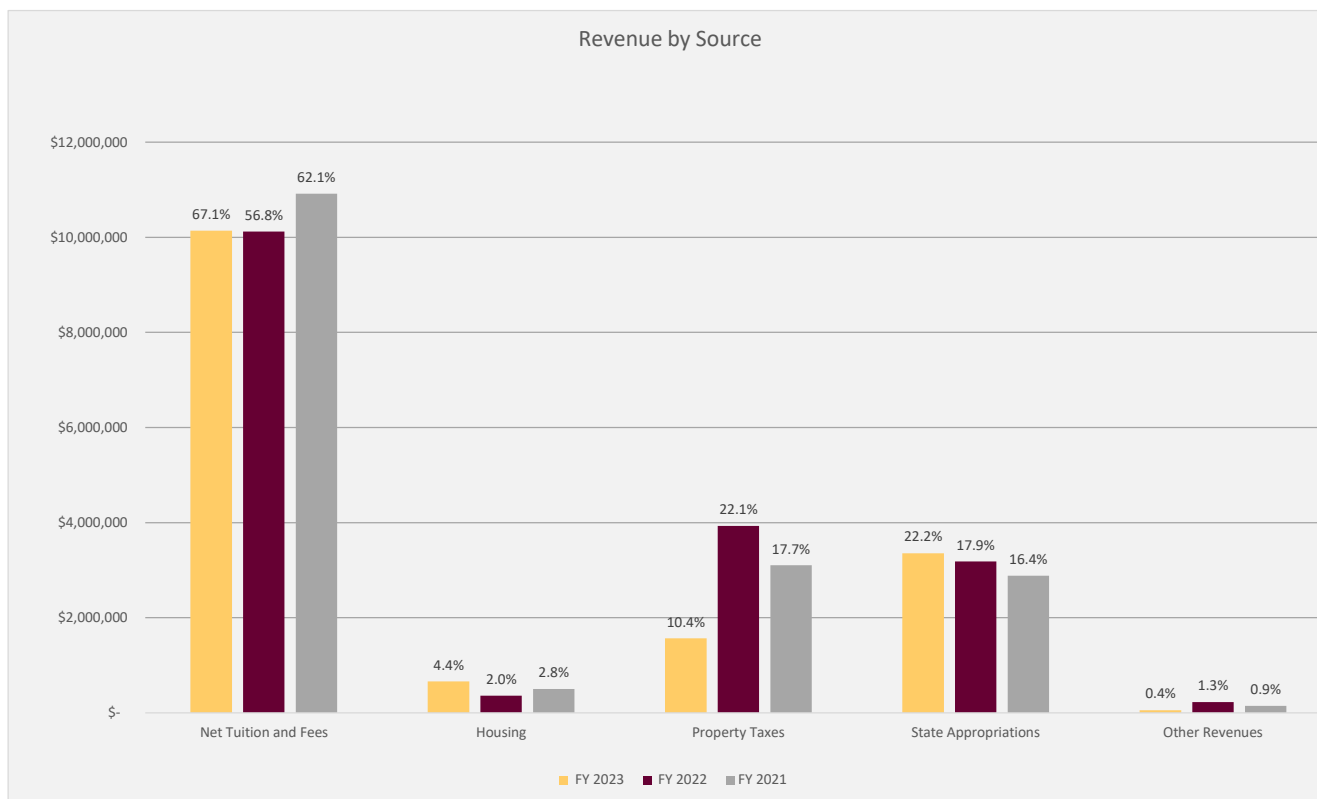
	2022-2023 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Auxiliary Units			
						Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Housing	\$ 1,007,485	49.1%	\$ 660,396	65.5%	50.0%	-	660,396	-	-
Less Housing Scholarships	(100,000)	-4.9%	(80,485)	80.5%	50.0%	-	(80,485)	-	-
Sales Bookstore	-	0.0%	67,167	0.0%	0.0%	-	-	67,167	-
Potter Center activities	200,000	9.8%	241,248	120.6%	25.0%	-	-	-	241,248
Hospitality	660,000	32.2%	87,534	13.3%	25.0%	87,534	-	-	-
Miscellaneous	50,000	2.4%	3,637	7.3%	25.0%	-	600	-	3,037
Transfers - General Fund	-	0.0%	96,113	0.0%	0.0%	-	-	96,113	-
Transfers - Foundation	232,500	11.3%	3,355	0.0%	25.0%	-	-	-	3,355
Total revenues	2,049,985		1,078,965			87,534	580,511	163,280	247,640
Expenses									
Wages	\$ 1,048,942	43.5%	\$ 283,435	27.0%	25.0%	123,054	49,697	43,156	67,528
Retirement	283,023	11.7%	66,044	23.3%	25.0%	26,123	6,931	11,399	21,591
Benefits	203,774	8.5%	53,882	26.4%	25.0%	28,807	2,501	9,247	13,327
Services - Staffing Agency	15,000	0.6%	458	3.1%	25.0%	458	-	-	-
Services	12,000	0.5%	11,832	98.6%	25.0%	3,517	2,016	-	6,299
Materials	385,340	16.0%	205,311	53.3%	25.0%	117,778	174	87,286	73
Rent, utilities, insurance	2,000	0.1%	753	37.7%	25.0%	753	-	-	-
Other operating costs	452,500	18.8%	236,980	52.4%	25.0%	1,353	2,616	12,192	220,819
Transfers	-	0.0%	-	0.0%	0.0%	-	-	-	-
Capital equipment	7,000	0.3%	3,928	56.1%	25.0%	2,858	1,070	-	-
Total expenses	2,409,579		862,623			304,701	65,005	163,280	329,637
Income over (under) expenses	\$ (359,594)		\$ 216,342			\$ (217,167)	\$ 515,506	\$ -	\$ (81,997)

Jackson College
Revenue and Expense Schedule
HEERF Funds - FY 22
For the Three Months Ended September 30, 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
Net prior year activity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year 2022 Revenue									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant revenue - Federal	-	-	-	-	-	3,106	-	-	3,106
Transfers	-	-	-	-	-	-	-	-	-
Total revenues	-	-	-	-	-	3,106	-	-	3,106
Fiscal Year 2022 Expenses									
Online course fee scholarships	-	-	-	-	-	-	-	-	-
Emergency grants to students	-	-	-	-	-	3,106	-	-	3,106
Student retention	-	-	-	-	-	-	-	-	-
Wages	-	-	-	-	-	-	-	-	-
Retirement	-	-	-	-	-	-	-	-	-
Benefits	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-
Other operating costs	-	-	-	-	-	-	-	-	-
Transfers to general fund	-	-	-	-	-	-	-	-	-
Capital equipment	-	-	-	-	-	-	-	-	-
Total expenses	-	-	-	-	-	3,106	-	-	3,106
Income over (under) expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

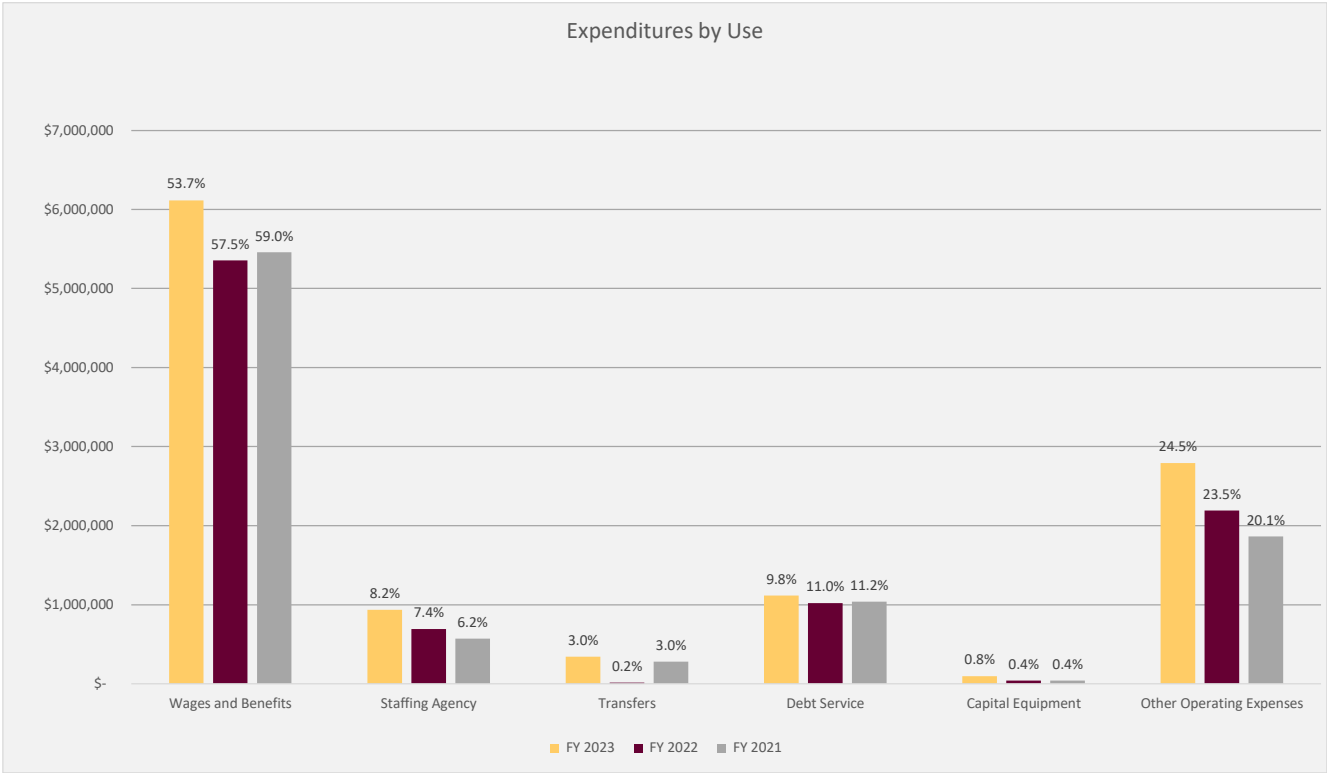
Jackson College
General Fund Revenue Comparison
For the Three Months Ended September 30, 2022

\$15,121,567



Jackson College
General Fund Expenditure Comparison
For the Three Months Ended September 30, 2022

\$11,395,371



Jackson College
Balance Sheet
Building and Site Fund - FY 22
September 30, 2022
Preliminary - Unaudited

	Building and Site Fund
Assets	
Cash	\$ 10,685,052
Investments	-
Accounts receivable	306,378
Due from other funds	-
	<u> </u>
Total assets	<u>10,991,430</u>
Liabilities and Fund Balance	
Accounts payable	-
Other liabilities	-
	<u> </u>
Total liabilities	<u> </u>
Fund balance	10,991,430
Total liabilities and fund balance	<u><u>\$ 10,991,430</u></u>

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Three Months Ended September 30, 2022
Preliminary - Unaudited

	Balance July 1, 2021	Revenue	Expenditures	Balance September 30, 2022
Major Maintenance and Equipment Replacement	\$ 12,037,534	\$ (50,733)	\$ 648,942	\$ 11,337,859
Deferred Maintenance and Life Safety	<u> </u>	<u> </u>	<u>346,429</u>	<u>(346,429)</u>
	-	-	346,429	(346,429)
Total	<u><u>\$ 12,037,534</u></u>	<u><u>\$ (50,733)</u></u>	<u><u>\$ 995,371</u></u>	<u><u>\$ 10,991,430</u></u>

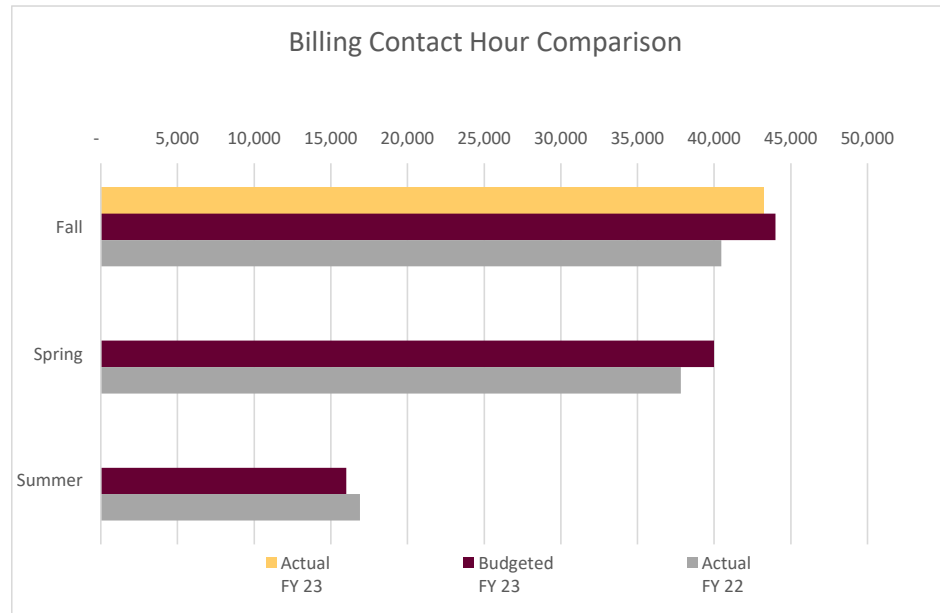
Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College
Cash and Investments by Fund - FY 22
September 30, 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,309	\$ 4,309
Cash-Comerica Bank Pooled	(8,837,733)	(100,984)	1,415,737	-	1,293,765	503,031	17,456	10,685,052	4,100,618	522,315	9,599,257
Cash-Comerica Federal Funds	-	-	3,603	-	-	-	-	-	-	-	3,603
VISA Account	525,262	-	50	-	-	21,906	-	-	-	-	547,218
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	-	-	52,268	-	-	-	-	-	-	-	52,268
Cash-Comerica State Wire	448,382	-	-	-	-	-	-	-	-	-	448,382
Cash-Payroll	4,481,832	-	(2,719,629)	-	(1,557,690)	(202,932)	-	-	-	(4,680)	(3,099)
County National Bank	481,352	-	82,959	-	-	-	-	-	-	-	564,311
Ref Pay	22,971	-	-	-	-	-	-	-	-	-	22,971
Cultural Affairs Checking	1,529	-	-	-	-	-	-	-	-	-	1,529
MNJTP	9,561	-	-	-	1,019,225	-	-	-	-	-	1,028,786
U.S. Government Bonds	-	3,560,312	-	-	-	-	-	-	-	-	3,560,312
MILAF	2,000,000	8,482,708	-	-	-	-	-	-	-	-	10,482,708
	(866,844)	11,942,036	(1,165,012)	-	755,300	322,005	17,456	10,685,052	4,100,618	521,944	26,312,555
Investments											
Common Stock	-	-	-	-	-	-	16,794	-	-	-	16,794
Total cash and investments	<u>\$ (866,844)</u>	<u>\$11,942,036</u>	<u>\$ (1,165,012)</u>	<u>\$ -</u>	<u>\$ 755,300</u>	<u>\$ 322,005</u>	<u>\$ 34,250</u>	<u>\$ 10,685,052</u>	<u>\$ 4,100,618</u>	<u>\$ 521,944</u>	<u>\$ 26,329,349</u>

Jackson College
Billing Contact Hours
September 30, 2022
Preliminary - Unaudited

	Budgeted FY 23	Actual FY 23	Actual Percentage	Actual FY 22	Prior Year Percentage
Semester:					
Fall	44,000	43,255	98.3%	40,474	106.9%
Spring	40,000	-	0.0%	37,830	0.0%
Summer	16,000	-	0.0%	16,893	0.0%
Total	100,000	43,255	43.3%	95,197	45.4%



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 10, 2022</p>
--



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
9.3	ACCT Leadership Congress – 10.26-29.22
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Description:	
In preparation for the Board’s upcoming trip to the ACCT Leadership Congress in NYC this month, time has been set aside to review the agenda logistics. The conference agenda can be reviewed here .	
Resource Impact:	
None	
Requested Board Action:	
Review of ACCT Leadership Congress agenda logistics.	
Action Taken:	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.4 Next Board Meeting Topics – November 14, 2022</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
Description:
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (November 14, 2022). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> • Policy & Interpretations Review: EL-09 Organization Culture • Policy & Interpretations Review: EL-07 Compensation & Benefits • Policy Review: GP-07.1 Audit Committee Terms of Reference • Evidence Review: EL-04 Financial Conditions & Activities • Evident Review: EL-08 Communication & Support to the Board • Audit Report Review • CEO, CFO Audit Certifications • Consideration of Budget Adjustments (if needed) <p>Please feel free to offer other agenda items at this point on the agenda.</p>
Resource Impact:
None
Requested Board Action:
Review of currently anticipated topics.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 10, 2022



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

Subject to be Discussed and Policy Reference:
10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 10.1 Principles of Policy Governance <u>BOARD POLICY:</u> 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: October 10, 2022



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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 10, 2022



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

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