

# Jackson College Board of Trustees Meeting

Regular Meeting

February 13, 2023 06:30 PM



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(\*) Indicates a roll-call item

# Jackson College COVID-19 Protocol – 8.8.22



## ***Campus Arrival:***

- Emmons Road Entrance has been reopened

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

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

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

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

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

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:
5:00pm Audit Committee: Special Audit Report Review <u><b>BOARD POLICY:</b></u> GOVERNANCE PROCESS: GP-06 Audit Committee Terms of Reference
Description:
At the request of the Board, a special audit was conducted by the Plante Moran auditing firm. The special audit documents are being presented first to the Audit Committee. Representatives from Plante Moran will be present to respond to any questions they have.
Resource Impact:
None
Requested Board Action:
Audit Committee receives the special audit documents.
Action Taken:

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: February 13, 2023



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

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



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

Board of Trustees  
Jackson College, MI

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

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

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

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

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

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

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

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

### **III. Amendments:**

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

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

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

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

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

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:
1.0 Call to Order & Pledge of Allegiance of the United States <u><b>BOARD POLICY:</b></u> GOVERNANCE PROCESS: GP-13 Special Rules of Order
Description:
<p>Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:</p> <p>The Pledge:</p> <p><b>“I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.</b></p>
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: February 13, 2023



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

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

2.0 Newly-Elected Trustee Attestation

**(BOARD POLICY: GOVERNANCE PROCESS: GP-09 Board Code of Conduct)**

In November 2022, Mr. Christopher A. Simpson and Mr. Philip E. Hoffman were elected by Jackson County to serve 6-year terms as members of the Jackson College Board of Trustees. Their written Board Member Acceptance of Office and Oath of Office were fully executed and submitted to the Jackson County Elections Director on 11.22.22

In undertaking the work of the Board, the Board asks for Mr. Simpson and Mr. Hoffman's complete review, understanding, and commitment to the Board's Code of Conduct: *The Jackson College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees to treat one another, the CEO, College employees, citizens of Jackson County, students, and parents with respect, co-operation and a willingness to deal openly on all matters.*

Further, Mr. Simpson and Mr. Hoffman are asked to verbally attest to the following Oath of Office statement:

"I, Christopher A. Simpson / Philip E. Hoffman, do solemnly swear that I will support the constitution of the United States, and the constitution of the State of Michigan, and that I will faithfully discharge the duties of the office of member, of the board of trustees, of Jackson College according to the best of my ability."

**Resource Impact:**

None

**Requested Board Action:**

Acceptance of Mr. Simpson and Mr. Hoffman's proclamation of commitment and Oath of Office.

**Action Taken:**



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>3.0 Adoption of Minutes  3.1 Regular Board Meeting of 01.09.23</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<b>Description:</b>
<p>Attached are the minutes of the most recent meeting of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p> <p>Please note that, by law, a preliminary draft of these minutes is posted within 10 days of each Board Meeting, and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of the minutes for approval to the formal record of the Board.
<b>Action Taken:</b>



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

Jackson College

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

01.09.23

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

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The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 01.09.23, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2<sup>nd</sup> Floor, Boardroom.

*Board Members Present:* Trustee John Crist, Trustee Sheila Patterson, Trustee Donna Lake, Trustee Sam Barnes, Trustee Matt Heins, Trustee Philip Hoffman, and Trustee Christopher Simpson

*Board Member Excused Absence:* None

*Others Present Include:* Dr. Daniel Phelan, Ms. Cindy Allen, Mr. John Globoker, Mr. Doug Yenor, Mr. Jeremy Frew, Dr. Todd Butler, Ms. Kelly Crum, Ms. Ashley Van Heest, Mr. Keith Book, Mr. Jonathon Marowelli, Mr. William Farrant, Mr. Jonathan Williams, and Mr. Eric Beda.

Acting Chairperson Keith Everett Book called the meeting to order at 6:31PM Eastern Standard Time.

### **ORGANIZED ELECTION FOR BOARD OFFICERS**

#### *Board Chairperson*

Acting Chairperson Keith Everett Book noted that in January of every odd-numbered year, following November elections, the Board reorganizes itself around the following board elected positions: Board Chairperson and Vice-Chairperson.

Chief Assistant to the President/CEO, Keith Everett Book, serving as the Acting Board Chairperson, asked for nominations for the position of Board Chairperson for the January 2023-2024 period.

Trustee Hoffman nominated John Crist for the position of Board Chairperson. There were no other nominations.

**MOTION BY TRUSTEE HOFFMAN "THAT THE NOMINATIONS BE CLOSED AND A UNANIMOUS ROLL CALL VOTE BE TAKEN FOR THE APPOINTMENT OF JOHN CRIST AS BOARD CHAIRPERSON."**

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

Mr. Book turned the meeting over to newly appointed Chairperson Crist to continue the meeting.

*Vice-Chairperson*

Trustee Barnes nominated Trustee Sheila Patterson for the position of Board Vice-Chairperson. There were no other nominations.

**MOTION BY TRUSTEE HOFFMAN “THAT THE NOMINATIONS BE CLOSED AND A UNANIMOUS ROLL CALL VOTE BE TAKEN FOR THE APPOINTMENT OF SHEILA PATTERSON AS BOARD VICE-CHAIRPERSON.”**

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

**ADOPTION OF MINUTES**

The draft minutes of the Regular Meeting of the Board of Trustees on 11.14.22 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

**DECLARATION OF CONFLICT OF INTEREST**

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

**OWNERSHIP LINKAGE**

*PUBLIC COMMENTS:*

None

*CEO COMMENTS:*

None

*BOARD COMMENTS:*

None

*LINKAGE COMMITTEE STATUS:*

Trustee Lake and CEO Phelan revisited discussion of arranging a Spring visitation for focus group participants for the near future.

**JPEC BOARD MEMBER NOMINATION**

Chairman of the Jackson Preparatory & Early College (JPEC) Board, Jonathan Williams, introduced the JPEC Academy Board's nominee, Eric Beda, to serve as a member of the JPEC Board of Governors. Mr. Beda addressed the Board, offering a

summary of his career and experience. Vice-Chairperson Patterson, Trustee Barnes and Trustee Heins shared their enthusiasm for Mr. Beda's interest in the JPEC Board.

**MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE JPEC BOARD MEMBER NOMINATION OF ERIC BEDA. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY**

#### **ITEMS FOR DECISION**

*GOVERNANCE PROCESS ITEMS: GP-11 Board Linkage with Ownership – Policy Review:*

Policy GP-11 was considered by the Board for its regularly scheduled review.

**MOTION BY VICE CHAIRPERSON PATTERSON TO APPROVE POLICY GP-11 BOARD LINKAGE WITH OWNERSHIP WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*GOVERNANCE PROCESS ITEMS: GP-14 Handling Operational Complaints – Policy Review:*

Policy GP-14 was considered by the Board for its regularly scheduled review.

**MOTION BY TRUSTEE HOFFMAN TO APPROVE POLICY GP-14 HANDLING OPERATIONAL COMPLAINTS WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*GOVERNANCE PROCESS ITEMS: GP-15 Handling Alleged Policy Violations – Policy Review:*

Policy GP-15 was considered by the Board for its regularly scheduled review.

**MOTION BY TRUSTEE LAKE TO APPROVE POLICY GP-15 HANDLING ALLEGED POLICY VIOLATIONS WITHOUT AMENDMENTS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-10 Access to Education – Policy Review:*

Policy EL-10 and CEO Phelan's recommended changes were considered by the Board for its regularly scheduled review.

**MOTION BY TRUSTEE LAKE TO APPROVE POLICY EL-10 ACCESS TO EDUCATION AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-10 Access to Education – Interpretations*

*Review:*

CEO Phelan presented his clarified interpretation recommendations for Policy EL-10 to the Board for their regularly scheduled review.

**MOTION BY TRUSTEE SIMPSON TO ACCEPT CEO PHELAN'S INTERPRETATIONS OF POLICY EL-10 ACCESS TO EDUCATION AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: EL-00 General Executive Constraint – Policy*

*Review:*

CEO Phelan presented truncated language for EL-00, for special review, as recommended by legal counsel, Bill Abbott, to eliminate ambiguity. Trustee Hoffman and Trustee Barnes offered their support of the clarified language.

**MOTION BY TRUSTEE HEINS TO APPROVE POLICY EL-00 GENERAL EXECUTIVE CONSTRAINT AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**CONSENT / REQUIRED APPROVAL AGENDA**

*BOARD SPRING PLANNING SESSION AND SUMMER RETREAT DATES:*

The Board approved the Board Spring Planning Session date of 04.07.23 and the Board Summer Retreat date of 06.23.23. Discussion ensued about potential topics, structure, and length of each meeting. General consensus arrived at the following:

Board Spring Planning Session: 04.07.23, 7:30am-3:00pm, with the budget to be discussed at the top of the meeting agenda, with presentation and discussion continuing for as long as necessary, followed by topics of narrowing priority. This meeting will be held in the Bert Walker Hall Community Rooms.

Board Summer Retreat: 06.23.23, 8:00am-2:00pm. This meeting will be held at the Wickwire House. The ACCT Board consultant will no longer be attending this retreat. A book has been assigned for member reading and will be distributed shortly.

*DISTINGUISHED SERVICE AWARD NOMINATIONS:*

Discussion of nominees for the Board's Distinguished Service Award for 2023 ensued. Trustee Barnes nominated Ron Douglas. Chairperson Crist nominated Ric Walton. These nominations were added to the following list of the previous year's nominees: Ed Mathein, Frank Dick, Martha Petry, and Phil Moilanen. Information on each of the nominees will be shared with the Board for a decision at the February 13<sup>th</sup>, 2023 regular Board meeting. CEO Phelan noted that, upon retirement of trustees, they are advanced for automatic recognition for Distinguished Service. He indicated that he would reach out to Dr. Mathein to gauge his interest in recognition for this year.

*COMERICA POLITICAL SUBDIVISION AUTHORIZATION:*

CEO Phelan presented an opportunity for the College to take advantage of available funds for investment leading to additional interest income through participation in the use of a J-Fund at Comerica. A board resolution was required to participate. Discussion of authorizing a Comerica Political Subdivision via resolution ensued.

**MOTION BY TRUSTEE HOFFMAN TO AUTHORIZE A COMERICA POLITICAL SUBDIVISION. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

**MONITORING CEO PERFORMANCE**

*MONITORING CEO PERFORMANCE: EL-07 Compensation & Benefits – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-07 Compensation & Benefits, indicating full compliance according to his previously approved interpretations.

Trustee Heins asked for verbal reconfirmation that the CEO's compensation amounts has been verified by the CFO and does match the approved amount established by the Board, and also appears in his contract CEO compensation, which CEO Phelan provided. This question was affirmed by CEO Phelan.

**MOTION BY TRUSTEE LAKE TO ACCEPT THE MONITORING REPORT FOR POLICY EL-07 COMPENSATION & BENEFITS AS FULLY COMPLIANT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, PATTERSON, LAKE, BARNES, HOFFMAN, CRIST, AND SIMPSON VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*MONITORING CEO PERFORMANCE: EL-09 Organization Culture – Evidence Review:*

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-09 Organization Culture, indicating full compliance according to his previously approved interpretations.

CEO Phelan suggested that in the next cycle of evidence review for this policy, that evidence of commitment to TCS<sup>2</sup> and goodwill should be included. He clarified for Trustee Barnes that his suggestion is for additional evidence to be provided, not to change the policy or his interpretation. Trustee Lake and Chairperson Crist offered their support for that movement in the next cycle. Chairperson Crist confirmed consensus for CEO Phelan to include evidence of commitment to TCS<sup>2</sup> and goodwill in the next cycle of evidence review for this policy.

**MOTION BY TRUSTEE HEINS TO ACCEPT THE MONITORING REPORT FOR POLICY EL-09 ORGANIZATION CULTURE AS FULLY COMPLIANT. TRUSTEES**

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

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

CEO Phelan provided an update on reports, presented to the Board over the preceding 12 months with the compliance status noted. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2023. CEO Phelan shared that, due to inflationary pressures around the creation of a master plan, policy EL-12 Land Use may remain the only policy for which he is currently partially compliant, at least for the foreseeable future.

**MONITORING BOARD PERFORMANCE**

*MONITORING BOARD PERFORMANCE: GP-06 Audit Committee Terms of Reference:*

CEO Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-06 Audit Committee Terms of Reference. Brief discussion ensued as full compliance was mutually agreed upon.

*MONITORING BOARD PERFORMANCE: GP-13 Special Rules of Order:*

CEO Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-13 Special Rules of Order. Brief discussion ensued as full compliance was mutually agreed upon.

**INFORMATION REQUEST BY THE BOARD**

*FY 2023 Q2 Financial Report:*

CEO Phelan presented the FY 2023 Q2 Financial Report for the Board's review. He highlighted the following:

- Promising enrollment upticks.
- Favorability regarding wages.
- Positive financial position for this time of year.
- Departmental process improvement work underway in Jackson College's IT department, the Business Office, and Human Resources.

*Next Board Meeting Topics – February 13, 2023:*

President Phelan provided the members a portend of items that are to come at the 2.13.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are the currently anticipated topics:

- Policy & Interpretations Review: EL-11 Entrepreneurial Activity
- Policy Review: GP-01 Governing Style
- Policy Review: BCD-06 President Compensation
- Evidence Review: EL-10 Access to Education



- Survey Results Review: GP-11 Linkage with Ownerships
- Survey Results Review: GP-14 Handling Operational Complaints
- Survey Results Review: GP-15 Handling Alleged Policy Violations
- Board Consideration: Special Audit Report
- Board Consideration: Trustee Presenter's for Commencement
- Board Consideration: Recipient of Distinguished Service Award
- Board Consideration: Recipient of Crockett Award

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

#### *Principles of Policy Governance:*

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

### **MEETING CONTENT REVIEW**

Trustees expressed that the content was sufficient.

### **ADJOURN**

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

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

Meeting Adjourned at 7:30pm ET.

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>4.0 Declaration of Conflict of Interest*</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
<b>Description:</b>
<p>Consistent with Board Policy, By-laws, and the standard of the Duty of Loyalty, this item is placed on the agenda for members to formally consider, and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
5.0 Ownership Linkage 5.1 Public Comments (limit of 5 minutes per person)  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
<b>Description:</b>
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless otherwise established at the call of the Board Chair.</p> <p>The Chairperson may offer the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board:  <b><i>"When addressing the Board, speakers are asked to be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></b></p> <p><b><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></b></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from persons wishing to address the Board.
<b>Action Taken:</b>



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
6.0 Items for Decision 6.1 Governance Process 6.1.1 GP-01 Governing Style – Policy Review*  <u><b>BOARD POLICY:</b></u> GOVERNANCE PROCESS: GP-01 Governing Style
<b>Description:</b>
Linked for its regularly scheduled review is policy GP-01. It can be viewed <a href="#">here</a> .  At this time, I am not recommending any changes, nor have I received any recommendations for change from members.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy GP-01 Governing Style.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: February 13, 2023



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

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

6.0 Items for Decision

6.1 Governance Process

6.1.2 BCD-06 President Compensation – Policy Review\*

**BOARD POLICY:** BOARD-CEO DELEGATION POLICY :  
BCD-06 President Compensation

**Description:**

Linked for its regularly scheduled review is policy BCD-06. 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 BCD-06 President Compensation.

**Action Taken:**



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>6.0 Items for Decision</p> <p>6.2 Executive Limitations</p> <p>6.2.1 EL-11 Entrepreneurial Activity – Policy Review*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity</p>
<b>Description:</b>
<p>Linked for its regularly scheduled review is policy EL-11. It can be viewed <a href="#">here</a>.</p> <p>At this time, I am not recommending any changes, nor have I received any recommendations for change from Members.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy EL-11 Entrepreneurial Activity.
<b>Action Taken:</b>





**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
6.0 Items for Decision 6.2 Executive Limitations 6.2.2 EL-11 Entrepreneurial Activity – Interpretations Review*  <p style="text-align: center;"><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity</p>
<b>Description:</b>
<p>Enclosed for their regularly scheduled review are my interpretations for policy EL-11 Entrepreneurial Activity.</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>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of accepting or not accepting my interpretations for policy EL-11 Entrepreneurial Activity.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 02.13.23 ~~03.14.22~~

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

This Executive Limitations – Entrepreneurial Activity Monitoring Report is presented to the Jackson College Board of Trustees for consideration. I hereby certify that the information contained in herein is true, accurate, and represents compliance, within my interpretation, for the policies established by the Board, unless specifically stated otherwise. Additionally, and unless otherwise noted within the report, all of my interpretations of the policy remain unchanged from the previous Monitoring Report.

---

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

---

Date

**POLICY STATEMENT: When engaging in entrepreneurial activities the President shall not engage in such activities that is/are inconsistent with the ENDS of the Board.**

#### INTERPRETATION:

I report full compliance with this policy statement unless specified within the following report. I interpret this broad policy statement to require the CEO to ensure that a congruency exists between the Board's current ENDS policy statements and any undertaken partnerships, practices, or other arrangements, and further that such practices are consistent with those practices of the community college mission. I further interpret "entrepreneurial activities" to represent those activities that are new, financially risky, and significantly tangential to the traditional functions and practices of a community college.

This interpretation is reasonable because it is consistent with the practices of community colleges nationally.

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

**1. Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.**

**INTERPRETATION:**

I interpret entrepreneurial activities as existing in two categories, Revenue-Enhancement and Mission-Support, which are defined as follows:

*Revenue-Enhancement Activities* – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e. [Pre-baccalaureate/Transfer Education](#), [Professional Trades/Career Education](#), and [Community Services](#)), and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the College; and

*Mission-Support Activities* – Undertaking pursuits that are aligned with the tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS. These activities may include grant-funded opportunities and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- b) All Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;
- c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- d) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is incorporating the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5 years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

**2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**

- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- **Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

INTERPRETATION:

Compliance will be demonstrated when:

- ~~a.~~ When all undertaken entrepreneurial activities are consistent with the criteria listed in policy.
- ~~b.)~~ b. When at least one of the six aforementioned thresholds are achieved and documented.

This interpretation is reasonable because the Board has identified specific criteria to be met and the criteria will provide explicit demonstration of compliance with the criteria.

- 3. Enter into any grant funding arrangement that does not support the achievement of the ENDS or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.**

INTERPRETATION:

Compliance will be demonstrated when:

- a. When grant activities reveals a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

~~4.)~~

Transfer education, professional trades/career education, and community services), and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the College; and

- 2)1) Mission-Support Activities – Undertaking pursuits that are aligned with the tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS. These activities may include grant-funded opportunities and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- e) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- f) All Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;
- g) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- h) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is incorporating the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5 years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

**4. Engage in entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
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INTERPRETATION:

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- 5. Enter into any grant funding arrangement that does not support the achievement of the ENDS or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.**

INTERPRETATION:

Compliance will be demonstrated when:

- a. When grant activities reveals a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.



## Jackson College Board of Trustees

### Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 02.13.23

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

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---

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

---

Date

**POLICY STATEMENT: When engaging in entrepreneurial activities the President shall not engage in such activities that is/are inconsistent with the ENDS of the Board.**

#### INTERPRETATION:

I interpret this broad policy statement to require the CEO to ensure that a congruency exists between the Board's current ENDS policy statements and any undertaken partnerships, practices, or other arrangements, and further that such practices are consistent with those practices of the community college mission. I further interpret "entrepreneurial activities" to represent those activities that are new, financially risky, and significantly tangential to the traditional functions and practices of a community college.

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## **2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**



- **Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
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INTERPRETATION:

Compliance will be demonstrated when:

- a. When grant activities reveals a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

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- 5. Enter into any grant funding arrangement that does not support the achievement of the ENDS or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) When grant activities reveals a direct contribution to the achievement of Billing

Contact Hours and Board Established ENDS.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

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

7.0 Consent / Required Approval Agenda

7.1 Board Consideration

7.1.1 Distinguished Service Award Nominations\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board

**Description:**

Following the introduction of this topic at last month's Board meeting, I request any recommendations, and final approval of the Board's Distinguished Service Award recipient for 2023. Enclosed is a list of prior year recipients, as well as bios of the current year nominees, as a reference for you.

As also noted at last month's Board meeting, upon retirement of Trustees, they are advanced for automatic recognition for Distinguished Service. I have reached out to Dr. Ed Mathein who retired from the Board in 2022 to gauge his interest in recognition for this year. He has accepted the Board's invitation to be recognized.

In the instance of a Trustee retiree, two Distinguished Service Awards may be given in the same year. Prior to this Board meeting, those being considered for the second award include:

- Frank Dick
- Martha Petry
- Phil Moilanen
- Ron Douglas
- Ric Walton

**Resource Impact:**

None

**Requested Board Action:**

Choose the second recipient of the Board's Distinguished Service Award for 2023.

**Action Taken:**

## **Distinguished Service Award**

*January 9, 2023*

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

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

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

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

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

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

Edward O. Marsh  
(Posthumous)

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

**June 12, 1967**

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

**June 9, 1969**

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

**May 10, 1971**

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

**May 8, 1972**

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

**March 12, 1973**

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

**1974**

None

**April 30, 1975**

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

**April 28, 1976**

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

**April 29, 1977**

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

**November 23, 1977**

Al Cotton (D)

**April 27, 1978**

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

**May 2, 1979**

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

**April 30, 1980**

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

**1981**

Harold Sheffer (D)

**1982**

None

**1983**

Maxwell E. Brail (D)

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

Tony Dungy  
Dr. Harish Rawal

**2010**

Rep Mike Simpson (Posthumously)

**2011**

Henry C. Zavislak

**2012**

Senator Mike Nofs

**2013**

Representative John Walsh

**2014**

Karen Dunigan (Posthumously)

**2015**

Reverend Frank Hampton (D)

**2016**

Christine Medlar

**2017**

Karen Hawley  
Bart Hawley

**2018**

Kirk Mercer

**2019**

Senator Mike Shirkey

**2020**

Evelyne Jones  
Dr. Albert Krieger

**2021**

Greg O'Connor

**2022**

Leland Bassett



**Frank Dick**

**2023 Distinguished Service Award Nomination  
Posthumous Biographical Sketch**

Frank Dick was a philanthropist, educator, veteran, and former President of the Gleaner Life Insurance Society. He passed away on Sep. 5, 2022 at the age of 96.

Frank served in the United States Army Infantry in the Battle of the Bulge in World War II for which he was awarded the Purple Heart, Bronze Star, and 80<sup>th</sup> Blue Ridge Combat Infantry Badge. After his military service, he earned Bachelor of Science and Master of Science Degrees from Bowling Green State University and has been bestowed with honorary degrees bestowed upon him include a Doctor of Education from the University of Findlay, Doctor of Public Service from Bowling Green State University, and Doctor of Community Service from Adrian College.

At the age of twenty-one, Frank was elected to serve as the Mayor of Jerry City, Ohio; the youngest mayor in the state. At 23, he held his first Superintendent position at Portage Township Schools (1950-1953). He would go on to serve as Superintendent of several other Ohio schools, including Pandora-Gilboa (1953-1957), Sylvania City (1957-1965), and Toledo City (1965-1978). He was hired by the Gleaner Life Insurance Society in 1978, elected as President of the Society the following year, and remained so until his retirement in 2000, at which time he remained Gleaner Life's Chairman Emeritus until the title was retired in 2021. His tenure included the move of the Society's home office to its current location in Adrian, MI in 1981.

In addition to his role at the Gleaner Life Insurance Society, Frank held several leadership positions with community service organizations including serving as the President of the Greater Toledo Educational Television Foundation, Lenawee United Way, and Channel 30; Director of Sylvania Savings Bank; and serving as a board member for the Adrian College Board of Trustees, American Association of School Administrators Foundation, Bowling Green State University Foundation, Jackson Community College, Lenawee Health Alliance, Lenawee Economic Development Corporation, Lenawee County Chamber Foundation, Michigan Association of School Boards Foundation for Educational Leadership, Pro Medica Hospital System Investment Committee, Pro Medica North Region Board of Directors, and the Toledo Public Schools Foundation. Frank was also an active member of the First United Methodist Church of Adrian, 40 & 8 Veterans, the Lenawee Chamber of Commerce, Adrian Rotary Club, American Legion, Disabled American Veterans, Veterans of Foreign Wars, and Am Vets.

Frank was married to his wife, Shirley Dick (nee Garns), for more than 63 years prior to her death in 2010. He is survived by their daughter, Reide Garnett. Frank and Shirley endowed several charitable funds and scholarships including the Frank and Shirley Dick Scholarship Fund and the Frank and Shirley Dick Academic Success and Community Service Award at Adrian College.

Dan Casillo  
771 Bloomfield Blvd  
Jackson, MI 49203

Jackson College Board of Trustees  
2111 Emmons Rd  
Jackson, MI 49201

January 29, 2023

Dear Jackson College Board of Trustees,

I am writing to submit Ron Douglass for your consideration for a Distinguished Service Award in 2023.

Ron has dedicated his entire professional career to the support of musical arts in Jackson County. Ron began his music career as the Director of Instrumental Music at Michigan Center Schools in 1968, where he taught for 19 years. Ron taught classes in concert band, jazz band, marching band, as well as teaching private lessons in trumpet, French horn, and trombone. Many music majors and educators all over the country were inspired by his direction during these years.

After his time at Michigan Center Schools, Ron joined the faculty of Jackson College in 1987, where he taught for 23 years and was later appointed Professor Emeritus of Music. Ron taught classes in Music Theory, Understanding Music, Humanities, and many other courses. He also led ensembles such as the jazz band, wind and string ensembles, and the African Drum Ensemble. In 2008, he traveled to Africa to meet with drummers and study their craft, and he purchased drums crafted by these African artisans to bring back to Jackson College for his students to use. During Ron's tenure with Jackson College, he created courses such as Music of the Non-Western World, and History of American Popular Music. In addition to these teaching duties, Ron also served as the Michigan School of the Arts chair for his first 10 years at Jackson College.

Ron has also been an active director and performer in Jackson County for 55 years. Ron performed as a trombonist with the Jackson Symphony Orchestra (JSO) for an astonishing 48 years, and additionally served on the JSO Board of Directors. As a Director, Ron created the Jackson Community Concert Band when he joined the Jackson College faculty, and it is still an active performing organization to this day. The Band gives students and community members of all ages the opportunity to share fellowship and their love of performing concert band music. To this day, Ron is an active trombone performer and guest conductor with the Jackson Community Concert Band.

Ron's love of the trombone instrument and community led Ron to start the annual "Trombonefest" event in 1985. "Trombonefest" is an annual event in which 40+ trombonists from all over Michigan have met annually at Jackson College to prepare music and perform a concert each Father's Day (apart from the two years of COVID restrictions). Ron led this group until 2017, when he turned over leadership to his earlier student, Dan Bickel.

Ron's direction and inspiration has given important support to the future careers of area band directors (and trombonists) Dan Bickel (Jackson College), Trevor Trudeau (Napoleon Schools), Brian Akers (Hanover-Horton schools), and many more teachers and musicians who have moved elsewhere over the years.

Ron graduated from Millikin University in Decatur Illinois in 1968 with a bachelor's degree in music. He also holds a Master of Music degree from the University of Michigan (1972). In 1995 Ron was awarded the first "Specialist in Ethnomusicology" degree from the University of Michigan.

In Ron's busy retirement, he loves spending time with his wife of 53 years Chloe (who he met in Jackson), children, and grandchildren. Ron also enjoys woodworking and is still active in music of all types.

Ron has been an inspiration to so many over his many years teaching, performing, and leading in the Jackson music community. Thank you for considering recognizing Ron Douglass for his distinguished service to Jackson College and the wider Jackson community over these 55 years.

Sincerely,



Dan Casillo

**Dr. Edward A. Mathein**  
2023 Distinguished Service Award Nomination  
Biographical Sketch

Dr. Edward Mathein is the retired president of Mathein, Slete and Associates, DDS, PC, and practiced dentistry in Jackson for 50 years. He graduated from St. Mary's High School, earned an Associate in Science from Jackson Community College, and his Doctor of Dental Surgery from the University of Detroit. He also attended the L.D. Pankey Dental Research Institute from 1986-1996. Dr. Mathein offers his services at the Center for Family Health Dental Clinic.

Active in his profession, Dr. Mathein was president of the Jackson District Dental Society in 1979-1980; Michigan Dental Association Ethics chair, 1986-1997; American Dental Association, 1967-Present; Chicago Dental Society, 1975-Present; Academy of General Dentistry 1971-Present; and was Jackson County United Way Dental Professionals chair from 1980-1981 and 2008-Present. In the community, he has served on the board of directors for the Jackson Jaycees; served as Jackson County/Michigan Heart Association fund-raising co-chair in 1996-1997; served as Starr Commonwealth Jackson Division Advisory Council chair in 1997-1998; served on the Jackson County Intermediate School District Health Professions Advisory Council from 1978-2006; served as JCC Alumni Association board member 1983-1990 and president from 1989-1990; served as JCC Foundation board member from 1990-1997 and president from 1995-1997; Member of Jackson Host Lions Club since 1971 and held all office chairs, including President.

For his notable service contributions, he has received the Ethelene Jones Crockett Distinguished Alumni Award from JCC, 1996; was nominated for Jackson Citizen of the Year, 1996; and received both the Jackson Host Lions Distinguished Service award for 2010-2011 and Lion of the Year award for the Central District in 2017.

Dr. Mathein served as a Jackson College Trustee from 1999-2022 and was Board Chair from 2008-2012. Additionally, he has represented JC on the Michigan Community College Association Board and was the MCCA State Treasurer from 2008-2012.

He and his wife Jeanine have two married daughters; Ann Marie Benjamin (Robert) and Lori Anne Wetzel (Tony). They also have five grandchildren; four girls and a boy – Emily, Rachel, Anna, Sydney and Anthony.

**Philip Moilanen**

**2023 Distinguished Service Award Nomination**

**Biographical Sketch**

Philip currently serves as the Summit Township Treasurer and Legal Counsel for the Jackson College Foundation Board of Directors while maintaining his legal practice in Jackson, Michigan. He also serves as a current member of the Greater Jackson Chamber of Commerce's Board of Governors, a Director of the Jackson Symphony Orchestra Association, an Ambassador for the American Cancer Society Cancer Action Network, and a member of the Dahlem Environmental Education Center, the Ella Sharp Museum of Art and History, the State Bar of Michigan's Unauthorized Practice of Law Committee, the Nominating Chair for the Rotary Club of Jackson, Director Emeritus of disability Connection, Inc., and a Patron Fellow of the Michigan State Bar Foundation.

Philip earned his Bachelor of the Arts (with Honors) from Michigan State University and his Juris Doctor from the University of Michigan Law School. His practice works in all areas except criminal law and divorce but offers expertise in subject areas such as business litigation, business planning, non-profits, contracts, probate and estate planning, and wills & trusts.

Philip began his legal career as a member of Bullen, Moilanen, Klaasen & Swan, P.C. representing international photo trade associations prior to the industry's shift to digital images in 2014 and coordinated legal teams internationally for his clients. Phil has published numerous articles and a book on legal issues impacting the photo industry and spoke at trade conferences for more than three decades. His work has previously been honored and recognized in both industry and service- the American Cancer Society National Division Award (1987), designated a Paul Harris Fellow by the Rotary Foundation of Rotary International (1987), Rotarian of the Year – Rotary Club of Jackson (1999), Distinguished Service Award – Photo Marketing Association International; (2003), the Rotary International District 6360 Service Award (2006), and the Empowering Life Award from disability Connections, Inc (2009).

**Martha Petry**  
2023 Distinguished Service Award Nomination  
Biographical Sketch

Martha Petry is a Professor Emeritus of Humanities, Phi Theta Kappa Honor Society Advisor, and Chair of the American Honors Faculty Advisory Council at Jackson College and the current Secretary for the Jackson College Foundation Board of Directors. Previously, Martha was an Assistant Professor of English and Dance at Adrian College and a Professor of Dance for the SEEKS (Sustaining the Environment with Education, Knowledge, and Service) program at the college.

Martha has taught to dual-enrolled high school students, traditional and non-traditional students at Jackson College as well as to inmates through CEP. She earned her Bachelor of Arts from the College of St. Teresa and Masters of Creative Writing from Eastern Michigan University.

Martha's teaching and service has been recognized many times through out her career; with highlights including the Central Michigan University Recognition Award for Outstanding Service in Education of Students (1995), Michigan Campus Compact-Service Learning Award (2004), National Institute for Staff and Organization Development (2008), the J. Ward Preston Outstanding Faculty Award at Jackson Community College (2011), Phi Theta Kappa Parnell Scholar (2012), Phi Theta Kappa Faculty Scholar Award (2012, 2013), Phi Theta Kappa Distinguished Advisor Award (2015), and Phi Theta Kappa Continued Excellence Advisor (2018).

**Eric “Ric” B. Walton**  
2023 Distinguished Service Award Nomination  
Biographical Sketch

Ric Walton is the CEO and Owner of the Walton Insurance Group in Jackson, MI and a Certified Insurance Counselor & Licensed Insurance Counselor specializing in Property & Casualty; Life, Health & Accident insurance.

Ric currently serves as a Board Member for the Enterprise Group of Jackson, OSB Community Bank, United Way of Jackson, the Jackson Community Foundation, Citizens Insurance’s Advisory Board, and Premco and has previously served on the Boards for the Ella Sharp Museum and the Jackson Chamber of Commerce.

Beyond serving on boards, Ric has also been active with the John George Home, AWARE shelter, and community reading programs. He recently presided on the capital campaign committee for the new Jackson YMCA facility. He also founded the Walton Annual Christmas Walk-Through in 2003 and the Walton Insurance Group Charity Fund to support those in need in the Jackson community.

Ric has also encouraged others to serve and support local organization by frequent guest appearances on JTV and co-hosting WKHM’s Good Morning Greater Jackson for more than 20 years. Employees at Walton Insurance Group are encouraged to sit on local boards and foundations as well as volunteer or nominate local organizations for the company’s quarterly featured charity.

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:	
7.0	Consent / Required Approval Agenda
7.1	Board Consideration
7.1.2	Crockett Award Nominations*
<b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board	
Description:	
<p>This time has been set aside to allow for consideration of the Foundations nominee for the Board's Crockett Award for 2023.</p> <p>Enclosed is a nomination letter for Tom and Nancy Evanson, along with a list of prior year recipients and the award criteria as a reference for you.</p>	
Resource Impact:	
None	
Requested Board Action:	
Discussion of Crocket Award Recipient for 2023.	
Action Taken:	



## Dr. Ethelene Jones Crockett Distinguished Alumni Award



Dr. Ethelene Jones Crockett attended Jackson High School and graduated from Jackson Junior College in 1934. Dr. Crockett was director of the Crittenton Hospital clinics, headed the health care committee of New Detroit, Inc. and organized neighborhood health programs. As Michigan's first female African American obstetrician/gynecologist, Dr. Crockett received the Detroit Medical Society's "Physician of the Year" award. She served on the boards of the Michigan Cancer Foundation, United Community Services and received the "Howardite of the Year" award from Howard University, which she attended after medical studies at the University of Michigan. Dr. Crockett was the first woman to serve as president of the American Lung Association and she presented the Christmas Seal Campaign to President Jimmy Carter on behalf of the American Lung Association in November 1978.

Dr. Crockett was the keynote speaker during our 1972 commencement program. She passed away in 1979, but her achievements serve as a positive example to our College community.

### **CRITERIA FOR NOMINATIONS FOR THE DISTINGUISHED ALUMNI AWARD**

- The recipient shall be a person who has attended JJC, JCC or JC, preferably having received a degree from the College.
- The individual shall display positive personal involvement for the betterment of mankind with his/her community, state, nation or world.
- The individual should have on-going contact with the College, but particularly have shown professional or a vocational growth that exhibits values and standards learned at JJC, JCC or JC.

## **RECIPIENTS OF ETHELENE JONES CROCKETT DISTINGUISHED ALUMNI SERVICE AWARD**

1979	Capt. Robert F. Freitag
1980	Dr. Victor E. Linden
1981	James Ward Preston
1982	Mary E. Clark
1983	Dr. F. Jane Cotton
1984	Dr. Fred VanWagnen
1985	Robert A. Whiting
1986	Jeannette R. Hatt
1987	Maxwell E. Brail
1988	Carole J. Schwinn
1989	Richard B. Firestone
1990	Shirley E. Zeller
1991	Wilbur L. Dungy, Ph.D.
1992	James A. McDivitt, General (Ret.)
1993	Howard C. Woods, Sr.
1994	Dr. Edward Mathein
1995	Arthur E. Ellis
1996	Michael Johnson
1997	Jack C. Curtis
1998	Diana L. Midgley
1999	Tony Streiff
2000	Victor S. Cuiss
2001	Carl English
2002	Dr. Pearl Lee Walker
2003	Dr. G. Watterson
2004	Robert Thomas
2005	Brian Walker
2006	Fredrick L. Davies
2007	Dave Richmond
2008	Len Greihs
2009	Tom Draper
2010	Larry Bullen
2011	William Maher
2012	Leland Bassett
2013	Dr. Richard Shaink
2014	Dr. George Potter
2015	John Crist
2016	Laura Stanton

2017	Dr. Jon Lake
2018	Dr. Lewis Keith Yohn
2019	Dr. Frederic Slete
2020	Woodrow Wilson, Jr.
2021	Charles Birney
2022	Christopher A. Simpson



## JACKSON COLLEGE FOUNDATION

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

February 3, 2023

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

Dear Dr. Phelan:

At its January 31, 2023 Board Meeting, the Jackson College Foundation Board of Directors approved the nomination of Mr. Thomas and Mrs. Nancy Evanson as the 2023 recipients of the Dr. Ethelene Jones Crockett Distinguished Alumni Award.

**Mr. Thomas C. Evanson** is a Financial Consultant for TKT Consulting, Inc. He provides financial services to clients. Formerly, Tom served as the CFO of Melling Tool Co. where he was responsible for overall financial organization of a multi-national, diversified, family-based business. Prior to this, he was a Partner at Parr Evanson & Hamel CPAs. Tom graduated from Michigan Center High School in 1965 and Jackson Community College with an Associate Degree in 1967. He graduated from University of Michigan with a BBA in 1969 and MBA in 1970. His civic participation includes Board Membership with Big Brothers/Big Sisters, Big Brother Jackson Y-Center, Ella Sharp Museum, Jackson Symphony Orchestra, Allegiance Health and the First United Methodist Church. He was a John George Student Loan Fund Trustee and a volunteer coach for Western School District.

He married Nancy Jackson Evanson and they have two children, Theresa and Carl. They continue to support the Jackson College Foundation with the following giving philosophy: "Share, because it could be you in need." His foundation for success includes parents, grandparents, teachers, coaches and Nancy's support and partnership through life.

**Mrs. Nancy L. Evanson** graduated from Jackson College in 1968 with her Associate's in Arts and from the University of Michigan in 1970. She taught school for many years in the Napoleon School District. She saw firsthand how many kids had big challenges with reading and writing and essential skills in life. Upon retirement, she developed a reading program and named it "Bag of Books." Today it's part of area school libraries. Also, recognizing parental anguish over kids who are having reading problems, she offered help. She was a moving force in creating the Reading Writing Connection on Horton Road in Jackson.

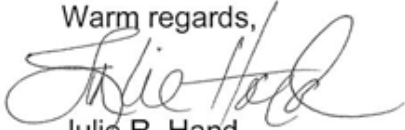
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#### JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

Karen J. Hawley, Chairperson • George Page, Vice Chairperson • Julie R. Hand, Chief Advancement Officer • Jason Covalle, Treasurer • Martha J. Petry, Secretary  
John L. Globoker, Assistant Treasurer • **Directors:** Tony Baker • Charles Birney '54 • Donna L. Lake '14 • Sheila A. Patterson • Dr. Daniel J. Phelan • Dale A. Robert  
Christopher A. Simpson • Orlando L. Willis-Hampton '20 • **Legal Counsel:** Philip M. Moilanen • **Emeritus Directors:** Leland Bassett '64 • Richard N. Dodge '57  
Rick S. Martoia • Dr. George E. Potter '56 • Zoe M. Wilcox

The Foundation Board of Directors heartily recommend Mr. Tom and Mrs. Nancy Evanson for the 2023 Dr. Ethelene Jones Crockett Distinguished Alumni Award and desire that this nomination be ratified by the Board of Trustees at their February 13, 2023 meeting.

Warm regards,

A handwritten signature in cursive script, appearing to read "Julie Hand", written in dark ink.

Julie R. Hand  
Chief Advancement Officer

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

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

- 7.0 Consent / Required Approval Agenda  
 7.1 Board Consideration  
 7.1.3 Trustee Presenters for Commencement

**BOARD POLICY:** EXECUTIVE LIMITATIONS – Communication & Support to the Board

**Description:**

I am preparing to hold outdoor commencement ceremonies in the Spring once again. I intend to use the north side of Walker Hall as the stage and the parking lot would be the seating.

This would occur on Saturday, April 29<sup>th</sup>, 2023, at 10am. Should there be inclement weather, Commencement will still occur on the same date, but it will be moved inside to the Sheffer Music Hall and two ceremonies will be held on that day to accommodate all those wishing to participate (one ceremony at 10am and another at 2pm).

Given this, I would ask for recommendations for the Board of Trustee presenters at the 2023 ceremony for the following:

1. Distinguished Service Award recipients for 2023
2. Crockett Award recipient for 2023

**Resource Impact:**

None

**Requested Board Action:**

Consideration of presenters for the Distinguished Service Award recipients and the Crockett Award recipient for the 2023 graduation ceremony.

**Action Taken:**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

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

8.0 Monitoring CEO Performance

8.1 EL-10 Access to Education – Evidence Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-10 Access to Education

**Description:**

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-10 Access to Education.

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: EL – 10 Access to Education

Report Date: 02.13.23

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

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

2.13.23

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

---

Date

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

INTERPRETATION:

I report full compliance with this policy.

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

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

INTERPRETATION:

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

- a) Billing contact hours have been forecasted;



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

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

**EVIDENCE:**

- a) On 11.29.22 the College CFO confirmed that, as part of the annual budget planning process for FY '23, a review of billing contact hour trends was completed to forecast enrollment.
- b) On 11.29.22 the CFO confirmed that, as part of the annual budget planning process for FY '23, estimated state appropriations were contemplated.
- c) On 11.29.22 the CFO confirmed that the financial contract requirements of both unions were considered during the FY '23 budget planning process.
- d) On 11.29.22 the CFO confirmed that projected costs for major strategic initiatives were estimated as part of the FY '23 budget planning process.
- e) On 11.29.22 the CFO confirmed that projected expenses/overhead were considered as part of the FY '23 budget planning process.
- f) On 11.29.22 the CFO confirmed that, as part of the FY '23 budget planning process, a review of Michigan peer group (i.e., Michigan ACS Group 2: Jackson, Kellogg, Lake Michigan, Muskegon, Northwestern, and St. Clair) community college tuition and fee rates were contemplated.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

**EVIDENCE:**

- a) On 11.29.22 the College Assistant Comptroller confirmed that the following processes occurred for communicating new tuition rates and fees following Board approval each year:
  - Providing the Marketing Department with updates for the College website, and verification that these values are correct;
  - Communication is made to Student Services staff with the new rates for use in advising current and future students;
  - For students who have already registered for Fall classes, the College rebills their accounts with the new rates so they can access their new bill in JetStream;
  - The College's Board of Trustee minutes annually record Board action regarding tuition and fee setting, which are also placed on the College's web page.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

**EVIDENCE:**

- a) On 11.11.22 the Chief Academic and Student Services Officer confirmed that the College's Credit for Prior Learning (CLP) policy is current. This policy was last reviewed on 03.23.22 and is reviewed biennially.
- b) On 11.11.22 the Chief Academic and Student Services Officer confirmed that the College's Transfer Credit Evaluation policy is up to date. This policy was last reviewed on 06.22.22 and is reviewed biennially.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

**EVIDENCE:**

- a) On 11.11.22 the Chief of Academics and Student Services confirmed that the College operates a Center for Student Success, housed in Walker Hall on the Central Campus, and further affirmed that it provides accommodations for students with disabilities, tutoring support, physical and mental health referral, temporary assistance with transportation as well as the Federal TRIO program. (i.e., a program that provides opportunities for academic and personal development, assists students with basic college requirements, and works to motivate students toward the successful completion of their postsecondary education.
- b) On 11.11.22 the Chief of Academics and Student Services confirmed with the Associate Dean, Student Services, that there is a communication plan in place to provide students with information on applying for financial aid. Specifically, as part of the admission process, immediately upon applying to the College, information is sent to the student providing them with the next steps on applying for financial aid assistance.

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

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

#### EVIDENCE:

- a) On 11.11.22 the Chief of Academics and Student Services confirmed that, during the monitoring period, the following instructional programs were closed (see following table). Notification was made to the Higher Learning Commission (HLC) as required. The following table summarizes the closed programs and the date that the Higher Learning Commission was notified.

<b>Program</b>	<b>Date of HLC Notification</b>
Executive Assistant - AAS	02.23.22
Allied Health General Studies (Merged with ALHE.AAS)	No termination date since it was merged to new program.
Sport Management – AAS (merged with Sport Management – AA degree for better transferability)	No termination date since it was merged to new program

- b) On 11.11.22, the Chief Academic and Student Service Officer confirmed that a process is in place for when a class is cancelled. The process is that when a course is cancelled, a classroster is pulled and each student receives a call from their Student Success Navigator to inform them of the cancellation and to help them find an alternative class that will fit in within their program requirements.
- c) On 11.11.22, the Chief Academic and Student Service Officer confirmed that the policy Military Withdrawal due to Orders is up to date and accessible online at: <https://www.jccmi.edu/wp-content/uploads/3115.pdf>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
8.0 Monitoring CEO Performance 8.2 CEO Monitoring Compliance Schedule & Summary  <p style="text-align: right;"><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
<b>Description:</b>
Enclosed is the report that provides an update on my monitoring reports, presented to the Board over the preceding 12 months with the compliance status noted.  When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing).
<b>Requested Board Action:</b>
Discussion surrounding the President's compliance review.
<b>Action Taken:</b>



## President/CEO Monitoring Report Compliance

### Jackson College

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



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 05 Asset Protection	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 06 Investments	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 07 Compensation and Benefits	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 08 Communication & Support to the Board	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
EL – 09 Organization Culture	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 10 Access to Education	2.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 11 Entrepreneurial Activity	3.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 3.14.22
EL – 12 Land Use	4.11.22 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Space Observatory, but is anticipated	FY'23		Installation of the Space Observatory not anticipated to begin until	Partially Compliant 4.11.22



## President/CEO Monitoring Report Compliance

### Jackson College

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

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Monitoring Board Performance</p> <p>9.1 GP-11 Board Linkage with Ownership – Survey Result Review</p> <p><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: GP-11 Board Linkage with Ownership</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-11 Board Linkage with Ownership DATE: 2.13.2023

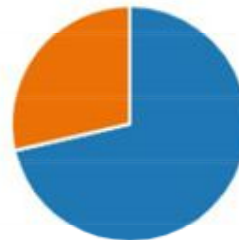
1. *Number of Response: 7*

2. *Policy opening statement:*

*The Owners of Jackson College are defined as the citizens of Jackson County. The Jackson College Board of Trustees shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, individuals, ethnic groups or other interest groups.*

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

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



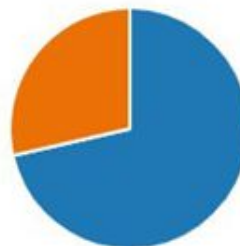
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, of the College's mission and services, as well as their obligation to speak for others as a representative of the Owners as a whole. As the agents of the Owners, the Board is obligated to identify and know the Owners want and need.*

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

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



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

- *“At times we struggle to identify the owners. We are doing much better.”*

6. **2.0: The Board shall gather data in a way that reflects the diversity of the Ownership. It shall meet with, gather input from, and otherwise interact with Owners in order to understand the diversity of their values and perspectives.**

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

Always	6
Most of the time	1
Some of the time	0
Rarely	0
Never	0



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

- N/A

8. **3.0: The Board will establish and maintain a three-year Ownership Linkage planning cycle, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the Owners, primarily around the organization's Ends. The plan will include selection of representative Owners for dialogue, methods to be used, and questions to be asked of the Owners. The information obtained from this dialogue with Owners will be used to inform the Board's policy deliberations.**

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

More Details

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



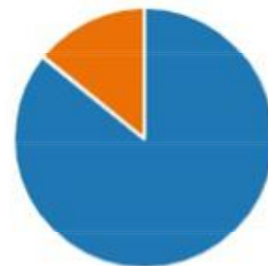
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **3.1: All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.**

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

Always	6
Most of the time	1
Some of the time	0
Rarely	0
Never	0



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

- N/A

12. **4.0: The Board will consider its Ownership linkage successful if, to a continually increasing degree:**

**\* When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.**

**\* The Owners are aware that the Board is interested in their perspective, as owners and not as customers.**

**\* If asked, the Owners would say that they have had opportunity to let the Board know their views.**

**\* The Owners are aware of how the Board has used the information they provided.**

**\* The outcomes of the deliberations with the Owners are policy matters rather than operational or customer-based matters.**

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



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

- “Some of the feedback we have gotten from the Owners was about operational or customer-based matters. Not their fault because they have not had training on being able to differentiate between us seeking them out as an owner verses as a customer. Perhaps we always need to hone our preamble to the owner groups we meet with to get better and better at them understanding their role and what we are really looking for. Example - we don't need to hear that we need more pottery classes but we would like to know if there is an outcome that they think should be adjusted.”*

14. Other Board Comments:

- N/A

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Monitoring Board Performance</p> <p>9.2 GP-14 Handling Operational Complaints – Survey Result Review</p> <p><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: GP-14 Handling Operations Complaints</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting in order to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>





## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-14 Handling Operational Complaints DATE: 2.13.2023

1. *Number of Response: 7*

2. *Policy opening statement:*

*To ensure that the Jackson College Board of Trustees fulfils its accountability to the Ownership, but does not interfere in matters it has delegated to the President, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.*

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

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

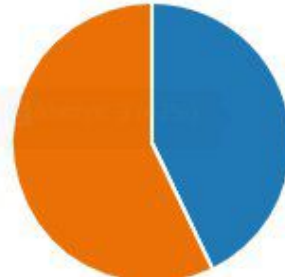
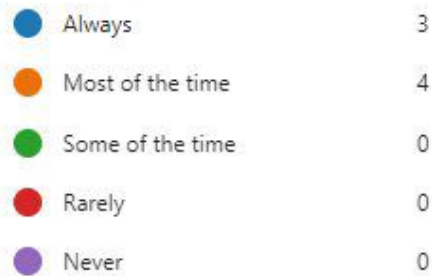


3. Provide specific representative examples to support your above response when applicable.

- “This can be a tough one because the public may come to a trustee from time to time with a real concern and we sometimes dance around how far to go beyond simply informing the President of an issue. Do we trust that the President will run it to ground? If we follow up with the President to see what the outcome was, will that be looked upon as going to far? Or should it be seen as natural?”*

4. *1.0 The Trustee shall inquire to the President if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Trustee shall take no further action.*

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

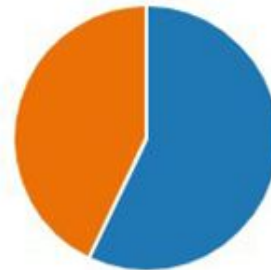
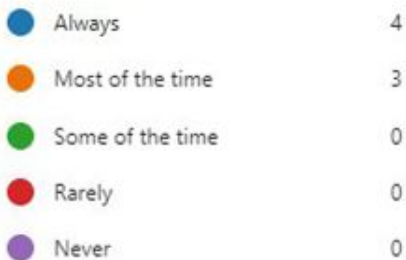


5. Provide specific representative examples to support your above response when applicable.

- *“If the constituent complaint could be criminal or civil in nature then further action by the Trustee may needed.”*

6. **2.0: The Trustee shall not offer any evaluative comments or solutions to the individual bringing the concern.**

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



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

- *“Given recent issues that were brought up during a board meeting, I am not sure that solutions or “you shoulds” have not been offered to individual(s) that have brought concerns to the trustee. Admittedly this can get blurry because relationships and communication are typically not a black&white matter with bright lines.”*
- *“When a constituent brings a concern to me I always evaluate it to see if my advice/action is sufficient to solve their problem, if not I take it to the President for further input.”*

8. **3.0: If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee may explain to the individual that the Board has delegated certain responsibilities to the President, and that the Board holds the President accountable. Indicate that the President will be asked to ensure that the matter is looked into and respond directly or through a**

***delegate. The President will follow up with the Trustee regarding the outcome of the matter with the individual.***

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



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

- *"I don't like sharing with a constituent that I have passed their problem 'up the chain'. It might look like I've 'passed the buck'. Constituents contact a particular board member because they trust them and think they can help."*

10. ***4.0: The Trustee may ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.***

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



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

- N/A

12. ***5.0: The Trustee shall inform the President of the complaint, and request that it be addressed.***

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



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

- N/A

14. Other Board Comments:

- *“At the end of the day a constituent wants to know that we have listened to their concerns and are empathic. They don't care that we follow procedures, all they want to know is their problems addressed and hopefully corrected.”*



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Monitoring Board Performance</p> <p>9.3 GP-15 Handling Alleged Policy Violations – Survey Result Review</p> <p><b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: GP-15 Handling Alleged Policy Violations</p>
<b>Description:</b>
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.</p> <p>The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting in order to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the results to determine compliance with policy statements and any changes that might be needed.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-15 Handling Alleged Policy Violations DATE: 2.13.2023

1. *Number of Response: 7*

2. *Policy opening statement:*

*The Board as a whole, has responsibility to regularly monitor the performance of the President as outlined in the policies on Board-President Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.*

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



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

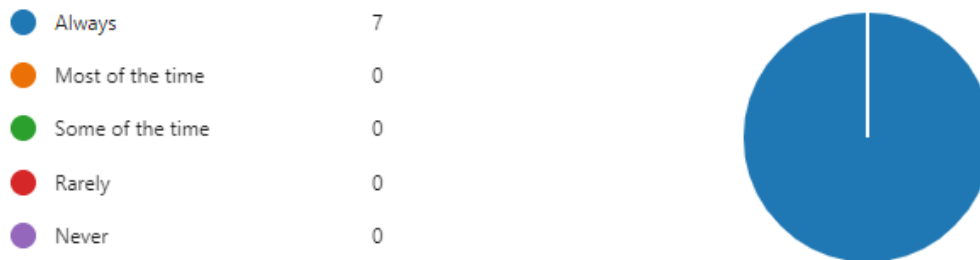
- N/A

4. *1.0: Conditions which may trigger a request for monitoring beyond the normal schedule may include:*

*\* A Trustee has been contacted regarding a complaint by a member of the Ownership. After the Board member has followed the procedure for handling complaints (see GP-14: Policy on Handling Complaints), the individual again*

*contacts the Trustee indicating that the complaint still exists, and in the Trustee's opinion the incident appears to be a potential policy violation.*  
*\* One or more Trustees receive complaints or become aware of a pattern of similar instances that, taken together, raise questions of general policy violation.*  
*\* A single incident of complaint is of a nature that, regardless of how it is resolved, there is a serious question of policy violation.*

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



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

- N/A

6. **2.0: If any of the above conditions exist:**

*\* The Trustee shall inform the Board Chair of the situation.*

*\* If the alleged situation presents a material level of risk to the organization, the Board Chair shall call a special meeting of the Board as soon as practical and the Board shall determine if (a) it needs to seek legal counsel, and/or (b) engage an external, qualified, independent third party.*

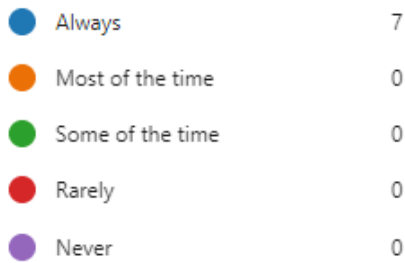
*\* If the alleged situation does not present a sufficient level of risk for the above process, the Board Chair shall request the President to provide to the Board his or her interpretation of the policy, or the relevant parts of the policy, along with rationale for why the interpretation should be considered reasonable.*

*\* The Board shall determine whether the President's interpretation falls within any reasonable interpretation of the policy, or whether to request an opinion regarding the reasonableness from a qualified, external, disinterested third party.*

*\* The Board shall determine whether to request evidence of compliance with the interpretation from the President or a qualified, external, disinterested third party.*

*\* The Board as a whole shall determine whether the President's interpretation falls within any reasonable interpretation of the policy.*

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

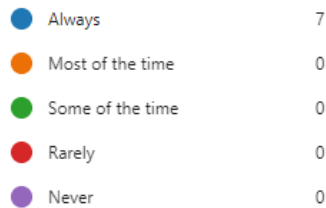


7. Provide specific representative examples to support your above response when applicable.

- N/A

8. ***3.0: If the President's interpretation is assessed by the Board to be reasonable, and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. The President will handle the issue.***

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



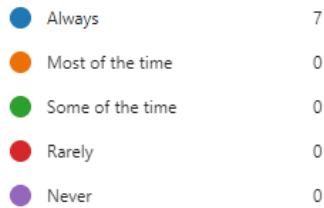
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. ***4.0: If the President's interpretation is assessed by the Board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and address the President regarding performance.***

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





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

- N/A

12. **5.0: If the incident(s) in question do(es) not appear to be a potential violation of policy:**

*\* The Trustee should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.*

*\* If the Trustee considers that a policy amendment should be made, the Board member should ask the Board Chair to put them on the next agenda.*

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



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

- N/A

14. **6.0: The Board as a whole then shall debate whether or not the policy should be amended, making the reported event explicitly unacceptable in the future.**

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



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

- N/A

16. Other Board Comments:

- N/A

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>10.0 Information Requested by the Board</p> <p>10.1 Special Audit Report Review</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-05 Asset Protection</p>
<b>Description:</b>
<p>At the request of the Board, and based upon recommendations of the Board's Audit Committee, the special audit documents are being presented to the Board for your review.</p> <p>The Audit Committee will respond to any questions you may have.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the special audit documents.
<b>Action Taken:</b>

# Make the mark.

Jackson College | February 13, 2023

**INTERNAL CONTROL REMEDIATION VALIDATION**



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Wealth Management.



**Plante & Moran, PLLC**  
P.O. Box 307  
3000 Town Center, Suite 100  
Southfield, MI 48075  
Tel: 248.352.2500  
Fax: 248.352.0018  
plantemoran.com

February 13, 2023

Kimberly Abbott, Comptroller  
Michael Volk, Interim VP of Finance  
John Globoker, Chief Financial Officer  
Jackson College  
2111 Emmons Rd,  
Jackson, MI 49201

Dear Ms. Abbott, Mr. Volk, and Mr. Globoker:

We have performed the procedures identified herein to assist in the completion of internal control remediation validation over accounts payable and payroll for Jackson College ("College"). This report contains the results of our procedures and our documentation assessment of your internal controls over accounts payable and payroll.

We were not engaged to, and did not perform an audit, the objective of which would be the expression of an opinion on the College's internal control remediation efforts. Accordingly, we do not express such an opinion. Had we performed additional procedures; other matters might have come to our attention that would have been reported to you.

This report is solely for the information and use of the management and directors of the College and is not intended for use by anyone other than these specified parties.

We would like to recognize and thank management and staff of the College for their cooperation and courtesy extended to us throughout this process.

Sincerely,

A handwritten signature in black ink that reads "Troy A. Snyder".

Troy A. Snyder, CICA Partner

A handwritten signature in black ink that reads "Michelle D. McHale-Adams".

Michelle D. McHale-Adams, CPA/CFF, CFE, Partner

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## 1.0 Executive Summary

plante moran | Audit. Tax. Consulting.  
Wealth Management.

## 1.1 Project Overview

In October 2022, Plante Moran's Risk and Accounting Advisory Services practice, along with members from the Forensic Accounting Services team, performed an Internal Control Remediation Validation for Jackson College (the "College"). Plante Moran's fieldwork was conducted on-site at the College and consisted of interviews and walkthroughs with specifically identified personnel to identify and document internal controls and review related to process for potential improvement.

**Objective:**

The primary objective of this project was to identify and validate the presence of key internal controls over accounts payable and payroll for the College. We performed this assessment to determine if an adequate internal control framework is in place, to validate if recommendations that were made previously by Plante Moran ("PM") are currently operating, and to provide recommendations for more effective risk management and process improvements.

**Scope:**

Our scope included inquiry, observation, document inspection, data testing procedures of the following:

1. Accounts Payable
2. Payroll

Our findings below are based upon corroborative inquiry with the College's staff as well as assessment of sample documentation.



## 1.2 Summary of Internal Control Results by Process and General Themes

During our engagement, we assessed specifically identified process-level operating procedures to identify internal controls in place to address inherent financial reporting risks applicable to the College. Through inquiry and document inspection, we identified instances where internal controls appeared to be in place. The two general themes noted below provide a high-level summary of the nature of our detailed findings and recommendations.

### General Themes

Area	Theme
Departmental Operations	Jackson College has a well-run Business Office with process practices that align well with the College's standard procedures. The college has improved internal control activities based on PM's prior recommendations in the memo dated September 17, 2021.
General Documentation	Documentation practices are clear and consistent among the business office at the College. For example, the purchase order requisition form is utilized to make sure all purchase orders must be reviewed by the Coordinator of Purchasing & Business Services and approved by the Comptroller. Upon approval, the form is provided to the Payroll/AP Specialist who will issue the payment. This process provides the College with proper documentation of purchases, and proper segregation of duties within purchase orders and payments.

Using the information gathered from our discussion with management and performing multi-sample testing, PM noted no exceptions upon inspection of Jackson College's AP and Payroll internal control updates. PM has developed recommendations that can enhance the control environment. A recommendation is an opportunity for process improvement and/or incorporation of best practices that should be considered by management to further enhance or supplement the overall control environment and/or improve processes.

## 2.0 Detailed Results

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## 2.1 Internal Control Design Gap Definitions

Internal controls, when designed correctly and operating in accordance with design, will aid to prevent or detect financial reporting misstatements, non-compliance with policies, or non-compliance with applicable laws or regulations.

Criteria	Rating	Rating Definition
<u>Priority</u>	●●●●	Recommendation will provide significant enhancements to the process, internal controls or efficiency to the operations
	●●●○	Recommendation will provide moderate enhancements to the process, internal controls or efficiency to the operations
	●●○○	Recommendation will provide minor enhancements to the process, internal controls or efficiency to the operations
	●○○○	Recommendation will provide minimal enhancements to the process, internal controls or efficiency to the operations
<u>Difficulty</u>	●●●●	Expected implementation would require significant resources (time >20 hours per week) and cost (>\$50,000)
	●●●○	Expected implementation would require moderate resources (time >15 hours per week) and cost (>\$25,000)
	●●○○	Expected implementation would require minor resources (time >10 hours per week) and cost (>\$10,000)
	●○○○	Expected implementation would require minimal resources (time >5 hours per week) and cost (>\$5,000)

## 2.2 Internal Control Recommendations for Process Improvement

The recommendations below represent an opportunity for process improvement and/or incorporation of best practices that should be considered by management to further enhance the design of the internal controls or improve process efficiency. Note these are not an indication of internal control deficiencies.

No.	Observation	Recommendation	Priority	Difficulty	Management Response
1.	Currently, the direct deposit changes, bank account changes, and vendor record changes are not being reviewed monthly.	The Comptroller or designee should perform a monthly review of the direct deposit changes, bank account change, and vendor record changes.	●●●●	●○○○	The Comptroller or designee will include a review process as part of the monthly tasks performed.
2.	Currently, the Coordinator of Purchasing & Business Service must delete vendor records in order to update the record in the system.	Jackson College should consider an ERP system upgrade so that changes can be made without the deletion of data.	●●●○	●●●●	The College is currently contracted with CampusWorks and going through the Process Reimaging and Redesign (PRR) program. We will look to CampusWorks to help identify opportunities, especially exploring and leveraging Colleague modules to their fullest extent.
3.	Currently, purchasers can choose their vendor which creates a risk that inappropriate vendors are selected to fulfill services.	Jackson College should create an approved vendors listing, so that the business office has familiarity with approved vendors and will be able to easily identify unapproved vendors.	●●●○	●○○○	The College will consider including this as part of the PRR process.
4.	Currently, the box office stores their drawer cash in a file cabinet with office supplies. This cash is used for selling tickets, mainly on show nights, and has an approximate value of \$200. The file cabinet is not locked during the day.	Jackson College should install an office safe in the box office.	●●○○	●○○○	The College will install a safe within the Box Office area. It should be noted for clarification purposes, that the area has other controls in place such as cameras, daily deposits, and a secure locked work area.

## 2.3 Results

### Internal Control Testing

Through process walkthroughs and inquiry, we identified 4 areas with internal controls within AP and Payroll and performed sample-based testing. The table below represents the results of Plante Moran's testing.

Control	Control Description	Testing Results	Category
Direct Deposit Changes	Changes to Employee Direct Deposit information are initiated by the employee. If updates to the account need to be made, the payroll specialist will reach out to the employee via email to confirm the change.	3 of 3 samples included proper evidence of changes being accurately reflected in the system.	No Exceptions Noted
Bank Account Changes	Changes to Vendor Bank Account information are only initiated by the coordinator of purchasing & business services.	3 of 3 samples included proper completion of the employee checklist by the coordinator of purchasing & business services.	No Exceptions Noted
Vendor Record Changes	Jackson College must obtain a W9 for new vendors that are entered into the system.	2 of 3 samples included proper W9 documentation, that were signed and dated by the vendor. 1 of 3 samples was part of the annual review to update vendors without tax forms. Proper evidence was provided. No exceptions noted.	No Exceptions Noted
Purchase Order Creation	All purchase orders must be reviewed by the coordinator of purchasing & business services and approved by the comptroller.	3 of 3 samples included proper signatures on the purchase order requisition form.	No Exceptions Noted

## Data Testing

We performed 19 data analytics tests, as outlined in our engagement letter, for the scope period of July 1, 2019 through June 30, 2022 (for AP tests, analytics were performed on data from April 1, 2019 through August 31, 2022.) Note: The final payroll test could not be completed, as an audit report was not available from the payroll system at the time we obtained the data from the College. The table below represents the results of Plante Moran's testing. The detailed test results are included in the provided Excel workbooks for the applicable tests.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-1	Vendor-employee address match: A common scheme is to create fictitious vendors using the scheming employee's own address.	<p>There are 43 matches between the employee master file and vendor master file, which excludes "false positives" such as:</p> <ul style="list-style-type: none"> <li>• Employees and vendors with the same ID number</li> <li>• Employees with similar last names to the vendor name</li> <li>• Employees with an address located at Jackson College</li> <li>• Different apartment numbers</li> </ul> <p><i>See Note A</i></p>	<p><i>Jackson College should review these 43 matches.</i> In particular, for the three matches highlighted on the Excel attachment for which the vendor is a company name, Jackson College should identify: 1) if they are a legitimate company (e.g., registered with the state, online web presence, etc.); 2) if they are related to the nearby employee; 3) what goods and/or services were provided; and 4) if the goods/services were provided at market rate(s).</p>	<p>Restriction on access to make vendor updates.</p> <p>Restriction on access to make payments.</p>	<p>A sample of 20 employee/vendor matches were reviewed, including the 3 highlighted by Plante Moran. We found no instances of improper payments or illegitimate company, student, spouse, or relative of the employee. No further testing is believed to be warranted.</p>

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-2	Vendor-employee location distance separation: A scheming employee may create a fictitious vendor using an address that is located near their own address, or a scheming employee could add a related party vendor within the system. These vendors, such as relatives or neighbors, could have addresses with proximity to employee addresses.	There were 728 vendors with an address located within 0.10 miles of an employee. Only 328 of the employees are active employees.	Results are provided in the Excel workbook should management decide to research further. However, given that many of Jackson College's employees and vendors are students, who live near campus, it is likely many false positives are contained in the results. <i>A cursory scan of the results by management may be appropriate to identify potential oddities but we do not recommend extensive research of these results.</i>	N/A	A cursory review of the data was performed along with a sampling of vendors. No issues were identified.
AP-3	Vendor-employee information match: One potential characteristic of a fictitious vendor is that it shares the same taxpayer identification number information as an employee. An employee may create a vendor in the system using their own information to facilitate payments to themselves. This scheme is essentially the "modern-day" equivalent of an employee setting up a fictitious vendor using their own address.	Excluding matches already identified in AP-1, as well as excluding matches where the employee ID was the same as the vendor ID, there are no matches.	No further research is necessary.	N/A	No further action needed.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-4	Benford's Law on accounts payable disbursements: Benford's Law is a mathematical theory in which for any large, randomly produced set of natural numbers, such as accounts payable disbursements, the numbers will occur in an expected pattern with the number 1 occurring more often than the number 9, resulting in an inverse exponential distribution. Problematic payments, should they exist, typically show as non-conforming to Benford's Law since problematic payments are not random. Other payments, such as expected recurring payments, also show as non-conforming to Benford's Law; these types of payments are discussed in further detail below.	There are spikes in amounts starting with the digits 10, 15, 17, 20, 50, and 80. After discussing these results with Jackson College management, it was determined that these payments (nearly all to individuals) were reasonable.	No further research is necessary.	N/A	No further action needed.



Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-5	Gaps in check numbers: Check stock can be misappropriated and not issued in the system, or checks can be deleted from the accounting system. In addition, duplicate checks can indicate duplicative payments to vendors.	We did not identify duplicate checks or gaps in check numbers.	No further research is necessary.	N/A	No further action needed.
AP-6	Inconsistently numbered vendor invoices: Three inconsistencies in vendor invoice numbers are:  1) Sequential invoice numbers, which can be indicative of a potentially fictitious vendor, as it would indicate they do not have other customers;  2) Duplicate invoices from the same vendor, which may be indicative of fictitious invoices, and/or a pay-and-return scheme; whereby, the employee pays a vendor for the same invoice twice and subsequently diverts the refund from the vendor; and  3) High-risk invoice numbers (such as 1, 100, or 1000).	We identified:  a) 28 vendors with 75% or more of their invoices in sequential order. Of these, 19 related to invoice numbers that referenced an account number (i.e., not a true sequential invoice).  b) No duplicate invoice numbers.  c) 8 high-risk invoice numbers of "100" or "1".	<i>Jackson College should confirm a sample of payments to the nine remaining vendors with sequential invoices</i> , as well as confirm the payments for the eight high-risk invoice numbers, to ensure they are properly authorized and supported.  For example, HCCM Inc issued invoice numbers 196 to 236 to Jackson College. Jackson College should verify that goods/services were received for each of these invoices.	Purchase order access restriction and match to invoices	6a. We reviewed the 9 vendors with significant levels of sequential invoices. We found no instances of improper payments or illegitimate companies during our testing.  We also reviewed the invoices from HCCM Inc. which relate to the on-campus Nurse Practitioner and were appropriate.  6c. We reviewed the 8 high-risk invoices and determined that they were properly authorized and supported. We found no instances of improper payments or illegitimate companies during our testing.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-7	Checks issued out of sequence: If an employee misappropriates check stock and processes a payment to themselves, the check number is often outside the range of a normal check run.	We identified seven sets of checks issued out of sequence.	<i>Jackson College should review the sets of checks to verify that the payments are legitimate.</i>	N/A	<p>It should be noted that the college does not use pre-numbered check stock.</p> <p>We reviewed each check for appropriateness and found no irregularities or illegitimate companies. Most of the instances relate to special check runs, which were dated back to the previous days normal run. In other instances, the checks were run with a future date (typically the next day) which made them look out of order.</p>

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-8	Trend of vendor payments: One potential characteristic of a fictitious vendor and/or a kickback scheme is the payments to the vendor increase over time. In addition, a one-time payment for an amount significantly larger than other payments to that vendor can also be indicative of these schemes.	A full listing of all vendors paid, with their respective trend lines, is provided in the attached Excel document.	<p><i>Jackson College should scan the vendors to confirm that the highest paid vendors align with expectations</i> given activities of the organization. For example, R W Mercer Company received \$5.4M during the scope period; someone familiar with Jackson College's operations should confirm that is reasonable.</p> <p>In addition, <i>Jackson College should scan for unexpected payment trends</i>, such as vendors with escalating payments in recent periods, or a vendor with relatively smooth payment trends and a one-time spike (e.g., T H Eifert LLC, which never received a payment above \$50,000, received a \$189K payment in June 2022).</p>	<p>Restriction on access to make vendor updates.</p> <p>Restriction on access to make payments.</p>	We reviewed the trend of vendor payments, following up on unusual spikes and found no issues. Many of the spikes were due to facility-based projects, including the referenced vendor T.H. Eifert LLC, and increased supplies during COVID.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-9	Rounded dollar amount payments: Legitimate disbursements are occasionally rounded amounts, but, in most cases, disbursements are not round dollar amounts, as they involve varying quantities and other factors. Round dollar amounts paid to a vendor can indicate problematic invoices, such as inflated invoices, kickback schemes, or fictitious purchases.	There were 2,102 round dollar payments totaling \$8,167,000. Of these, 290 were to 100 unique vendors who received more than one payment, and only received round dollar payments.	<p>Jackson College should review the disbursements to the 100 unique vendors who received multiple, only round dollar payments to ensure legitimacy.</p> <p>All 100 vendors are provided in the Excel attachment; however, 87 were individual names and may be students. <i>Jackson College may want to focus on the 13 vendors that are organizations and confirm the remaining 87 were students.</i></p>	Restriction on access to make payments.	<p>We reviewed the entire list for apparent inappropriate vendors and found none.</p> <p>We also tested the 13 vendors identified by Plante Moran plus 3 more we found to be non-students. We found no instances of improper payments or illegitimate companies.</p> <p>Lastly, we tested 18 other payments which we suspected to be students. Each were indeed students and were found to have received Financial Aid refunds and/or COVID relieve dollars. It should be noted that during this timeframe, we disbursed \$10.8 million in student emergency funds, thus resulting in a significant number of round dollar payments.</p> <p>In total we tested 74% or \$539,000 of the \$732,000 identified in Plante Moran's testing.</p>

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
AP-10	Vendors with missing information: A potential characteristic of a fictitious vendor is missing information in the vendor master file.	<p>There were:</p> <ul style="list-style-type: none"> <li>796 vendors with no address information</li> <li>67,311 vendors with no phone number</li> <li>7,258 vendors with no tax id number</li> </ul>	<i>Jackson College should perform periodic maintenance</i> , such as an annual review, on the vendor master file and ensure that complete information is entered for new vendors going forward.	Restriction on access to make vendor updates.	<p>We agree with this recommendation and will develop a process to review and update the vendor master file including removing inactive vendors.</p> <p>We will also review our current process for entering new vendors and make sure that all pertinent information will be captured.</p>
AP-11	Vendors receiving only one payment: A potential characteristic of an unauthorized disbursement is that the payment was issued to a vendor who received no other payments.	We identified 2,452 vendors who were only paid once during the scope period, totaling \$4,245,702.52.	Jackson College should research the vendors and related payments to ensure the legitimacy of the transactions. Of these, we <i>recommend focusing the review on the 143 vendors paid \$4,000 or more</i> , which consists of \$2,204,003.91 of the population (52% of the dollars paid while only reviewing 6% of the vendors).	Restriction on access to make payments.	We reviewed 60 vendors which totaled \$1.2 million in expense, with no evidence of irregularities. The disbursement of emergency relief funds impacted the volume of one-time payments.
AP-12	Payments to vendors not listed on the Vendor Master File: A potential characteristic of an unauthorized disbursement is that the payment was issued to a vendor not on the vendor master file.	There were 55 payments to vendors that were not on the vendor master file. We note that these vendors do not have a vendor ID.	<i>Jackson College should review the payments to ensure the legitimacy of the transactions.</i>	Restriction on access to make payments.	We reviewed all 55 payments and found no instances of improper payments or illegitimate companies.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
PR-1	Employees with matching data, including addresses: A potential characteristic of a fictitious employee is sharing an address with the scheming employee.	<p>There were:</p> <p>a) Two sets of duplicate employees</p> <p>b) 29 sets of employees with matching addresses</p> <p>In addition, we identified three employees with the last name "Duplicate".</p>	<i>Jackson College should confirm these employees are legitimate.</i>	User access restrictions on issuing payroll and updating employee information.	<p>1a. We reviewed the two sets of employees with the same name and found them to be separate individuals and appear to be legitimate.</p> <p>1b. All 29 sets of employees were reviewed, and we found no instances of improper payments and often found to be related to the other employee.</p> <p>The employee with the name "Duplicate" was set up with error(s). The college changes the last name to "Duplicate" so it can be identified. The accounts are locked with access only granted by the Registrar. This process is also used for students with similar circumstances.</p>

PR-2	Employees with missing information: A potential characteristic of a fictitious employee is missing information in the employee master file.	<p>We identified the following missing information:</p> <ul style="list-style-type: none"> <li>a) Address for seven employees (two active)</li> <li>b) Phone number for 720 employees (257 active)</li> <li>c) Date of birth for two employees (one active)</li> <li>d) Hire date for one (inactive) employee</li> <li>e) SSN for 108 employees (14 active)</li> <li>f) Department or title for 640 employees (0 active)</li> </ul>	<p><i>We recommend that Jackson College research the employees listed in the Excel attachment to confirm legitimacy.</i></p> <p>We have provided inactive and active employees for completeness, but Jackson College may wish to only research active employees.</p> <p>In particular, for the 14 active employees without a social security number, Jackson College should update its records to ensure tax-reporting can be performed properly.</p> <p>On an ongoing basis, we <i>recommend that Jackson College complete these fields (when appropriate) and perform a periodic review of the employee master file</i> to ensure the completeness of new hire entries.</p>	User access restrictions on issuing payroll and updating employee information	<p>2a. We reviewed the two employees who were missing addresses and found one to be an employee set up in error (see note in 1b regarding Duplicate) and the other to be a former visiting professor /volunteer who never was paid by the college. Minimal data is put into Colleague for this type of employee. It is done primarily to provide them with an email account.</p> <p>2b. It appears that this is a data pull error with the Plante Moran testing. We reviewed a sample of employees and found all but one had a phone number within their records in Colleague. Phone numbers are not required in Colleague but are, as part of new employee orientation. Human Resources did have her number. It has been added to Colleague.</p> <p>2c. Same employees as in 2a. No issues.</p> <p>2d. Review of system did show the student employee's start date of 10/28/10. Appears to be a</p>
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Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
					<p>data pull error with the Plante Moran testing.</p> <p>2e. We reviewed all 14 employees and found that 7 were either Campus Works employees, volunteers or paid by 3<sup>rd</sup> party payroll. The other 7 were students who started this fall and their SSNs were not input. This has since been fixed. As part of end of the calendar year process, the Business Office does run reports looking for employees without SSN's along with numerous other checks and balances that catches this type of error. It will be assessed to determine if a more frequent review would be warranted.</p> <p>2f. We reviewed the list of inactive employees without Departments. After a quick review, it appears that this was a data pull error as all employees tested, included a department. In conversation with Human Resources, the system will not allow a position to be added without the Department field completed.</p>



Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
PR-3	Employees with P.O. Box addresses: A potential characteristic of a fictitious employee is using a P.O. Box as an address.	We identified 17 employees with a P.O. Box address.	We recommend Jackson College research the employees to confirm legitimacy.	User access restrictions on issuing payroll and updating employee information.	We reviewed all 17 employees noting that 8 were currently active and 9 were inactive. We found no instances of improper payments or illegitimate companies during our testing.
PR-4	Adjustments to base salary/pay, by employee: Changes to employee pay rates are not reviewed after entered in the system. HR could make unauthorized pay changes without detection.	We calculated the difference between the minimum Regular pay rate and maximum Regular pay rate. We excluded differences less than 4%, resulting in 275 employees (of 468 total paid during the scope period) with adjustments to base pay of at least 4%.	<i>Jackson College should scan the list of employees for unexpected increases.</i>  For example, an increase for an hourly employee from \$12.52 per hour to \$21.08 per hour, while a 68% difference, may not be as relevant as an individual who had a minimum rate of \$67.20 per hour and a maximum rate of \$496.81 per hour.	User access restrictions on issuing payroll and updating employee information.	We reviewed the list of employees focusing on those with higher percentage increases. The testing found no unexpected increases. Many of the large increases were employees receiving a lump sum end of employment payment or those that held lower paying jobs and were promoted to a higher pay. We also reviewed those employees who could have access to payroll modifications and found no unusual increases.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
PR-5	Withholdings: One potential characteristic of a fictitious disbursement to an employee is a disbursement with no federal tax withheld and/or no other deductions.	We analyzed federal tax withholdings for all employees and identified 11 employees paid over \$5,000 who had no federal tax withholdings.	<i>Jackson College should confirm that the lack of federal tax withholdings is appropriate</i> for those employees via proper documentation, e.g., a signed W-4, in place to support no withholdings.	User access restrictions on issuing payroll and updating employee information.	We reviewed each employee and determined that there was support for their lack of federal tax withholdings. We found no instances of improper payments or illegitimate employees during our testing.
PR-6	Trend of overtime hours for hourly employees: A potential scheme involves inflating the number of hours worked to receive additional pay.	The Excel attachment contains a list of all 120 employees who received overtime hours, listed in descending order by total overtime hours received.	Jackson College should review the employees listed to ensure overtime hours were proper and approved.  <i>Jackson College should follow up on items that appear unreasonable.</i> For example, an employee receiving five hours of overtime once appears reasonable; an employee receiving 59 hours of overtime in one pay period may warrant further follow-up.	Supervisor approval of overtime pay.	We reviewed the list of employees who received overtime focusing our attention on those with the highest total of hours or higher percentage of pay periods with overtime. We found that many were within food service which was recently brought inhouse and not yet fully staffed. Others were part of areas where workload is not always predictable (winter snowplowing) so overtime may be higher.

Index	Test: Risk	Results	Recommendations for further follow-up	Mitigating Control	Management Response
PR-7	Trend of employee gross pay per payroll: One potential characteristic of a fictitious employee, or of an employee diverting funds through a payroll scheme, is that payments to the employee escalate over time, or a one-time payment is made that is significantly larger than other payments to that employee.	A full listing of all 737 employees paid, with their respective trend lines, is provided in the attached Excel document. Of these, 468 are hourly/salary employees, while the remaining employees only have hours for miscellaneous work, such as tutoring.	<i>Jackson College should scan the employees for unexpected payment trends</i> , such as employees with a spike in payment that does not align with other employees.  For example, employee Diana Agy appears to have multiple payment spikes where other employees have consistent payments. These spikes appear to relate to "overload" payments.	N/A	We reviewed the trend line data for unusual spike in wages. Based on our review and follow-up on various employees, we found no unusual increases.

### Analytical Approach for Select Tests

Note A - *AP-1 Vendor-employee address match* – For this test, the initial match between merely on address yielded over 800 results. Based on discussions with representatives from the College, we removed the following results from the test:

1. Employees and vendors with the same ID number – Employees/Students receiving reimbursements are classified as vendors; therefore, a match is expected.
2. Employees with similar last names to the vendor name – Similar to number 1 with students/employees' parents may receive reimbursement.
3. Employees with an address located at Jackson College – Similar to number 1.
4. Different apartment numbers – While the street address matches, differing apartments numbers are reasonable to eliminate as matches.

By applying these additional parameters, a more appropriate result was achieved.

<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
<p>10.0 Information Requested by the Board</p> <p>10.2 Next Board Meeting Topics – March 13, 2023</p> <p align="right"><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
<b>Description:</b>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (March 13, 2023). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> <li>• Policy &amp; Interpretations Review: EL-12 Land Use</li> <li>• Policy Review: GP-02 Board Job Contributions</li> <li>• Policy Review: GP-04 Role of Board Chair</li> <li>• Policy Review: GP-10 Investment in Governance</li> <li>• Evidence Review: EL-11 Entrepreneurial Activity</li> <li>• Survey Results Review: GP-01 Governing Style</li> <li>• Survey Results Review: BCD-06 President Compensation</li> <li>• Board Consideration: Spring Planning Session Agenda</li> </ul> <p>Please feel free to offer other agenda items at this point on the agenda.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of currently anticipated topics.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 13, 2023



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

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



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 13, 2023</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

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