

Jackson College Board of Trustees Meeting

Regular Meeting

February 14, 2022 06:30 PM



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(*) Indicates a roll-call item

JACKSON COLLEGE REINTEGRATION TASK FORCE PROCEDURES

Prior to your arrival to Central Campus but no earlier than the morning of, you will need to complete the **COVID-19 Health Screening via the below link:**

<https://forms.office.com/r/J4kQdSLPp3>

IMPORTANT:

As of February 1, 2022, employees/Trustees must submit or resubmit their vaccination status when prompted to do so via the COVID-19 Health Screening, regardless of if they are vaccinated or not. This means that if you are vaccinated, you must resubmit your vaccination card when prompted to do so during the COVID-19 Health Screening to this link:

<https://forms.office.com/r/KNYmVTPwz2>.

If you have not received your booster during the CDC recommended timeline, you will be considered unvaccinated and must follow the protocols for an unvaccinated individual.

Once on campus you will be directed to the COVID-19 Health Screening checkpoint:

- You will have your temperature scanned
- We will check to see if you have completed the online Health Screening
- We will check to see if you have completed the mandatory COVID-19 training
- If you have completed the training and passed the Health Screening you will be admitted to campus for your approved areas.
- If you have not completed training, you will be asked to do so prior to entering
- If you have not completed the health screening you will be asked to do so prior to entering
- If you have a fever you will be asked to leave campus and follow up with your physician for clearance.

Once on campus you must wear a mask and have your ID and badge in clear vision for others at all times.

As of 2/11/22

Full details regarding each category and changes to vaccination cards can be found here: <https://intranet.1.jccmi.edu/covid-19-updates/>.

If you..	Are Fully Vaccinated	Unvaccinated
Get COVID-19	Remain home for 10 days past positive test, Continue working during this time	Utilize PTO/Vacation time for 5 business days post exposure. Work from home the following 5 business days
Have Close Contact with COVID-19 individual	Monitor for symptoms for 14 days, wear a mask on campus. Test 5 days after last exposure** May continue working while monitoring for symptoms	Utilize PTO/Vacation time for 5 business days post exposure. Work from home the following 5 business days
Travel/ Attend Large Gathering	Monitor for symptoms for 14 days, wear a mask on campus. Test 3-5 days after travel/event	Quarantine at home for 14 days. Utilize PTO/Vacation
Live with someone who has COVID-19	See protocol for Close Contact **test 5 days post their positive test	See Protocol for Close contact
Symptomatic	Schedule a test, do not report to work until test is complete, wear a mask while symptoms are still present	See Daily Health Screening
Specific determinations regarding quarantine times are made only by the security office.		

In addition to our vaccination and testing procedures we ask that you continue to remain vigilant and maintain strict adherence to health measures such as staying home when feeling sick, wearing a face-covering, maintaining physical distance, getting vaccinated and increasing handwashing.

Everyone coming to campus should also continue to complete the Daily Self-Screening prior to coming to campus, in addition if you have been exposed to COVID-19 continue to report the exposure to the Report a Case tool on the webpage.

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 14, 2022</p>



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

Subject to be Discussed and Policy Reference:
1.0 Call to Order & Pledge of Allegiance of the United States (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: Special Rules of Order)
Description:
<p>Board Chairman Barnes will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:</p> <p>“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”.</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 14, 2022



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

Subject to be Discussed and Policy Reference:	
2.0	Adoption of Minutes
2.1	Regular Board Meeting of 11.08.21
	(<u>BOARD POLICY:</u> GOVERNANCE PROCESS: Governing Style)
Description:	
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.	
Please note that, by law, a preliminary draft of these minutes are posted within 10 days of the preceding Board Meeting and are finalized as a formal record upon Board approval at the subsequent meeting.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of the minutes for approval to the formal record of the Board.	
Action Taken:	
The draft minutes of the Regular Meeting of the Board of Trustees on November 8th, 2021 were moved into the permanent record by Chairman Barnes, on behalf of the Trustees.	



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E Potter Center Board Room

11.08.21

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, November 8, 2021, at the Central Campus of Jackson College, George E Potter Center Board Room.

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

Board Member Excused Absence: None

Others Present: President Phelan, Darrell Norris, Cindy Allen, Jason Valente, and Keith Book

Chairman Sam Barnes called the meeting to order at 6:30PM Eastern Daylight Saving Time.

DECLARATION OF CONFLICT OF INTEREST

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

ADOPTION OF MINUTES

The draft minutes of the Regular Meeting of the Board of Trustees on October 11th, 2021, and the Fall Planning Session of the Board of Trustees on October 22nd, 2021, were reviewed by the Board. The minutes for both meetings were moved into the permanent record by Chairman Barnes, on behalf of the Trustees.

OWNERSHIP LINKAGE

PUBLIC COMMENTS:

None.

BOARD COMMENTS – OWNERSHIP LINKAGE UPDATE AND SCHEDULE REVIEW:

Trustee Lake and Vice President Crist provided a review of their Ownership Linkage Committee work to-date, as well as an overview of future meetings. Trustee Lake reported that there is a second meeting scheduled in November with the Jackson Chamber of Commerce. Discussion ensued regarding the process and feedback

received thus far. Trustee Hoffman expressed his appreciation for the work done by Trustee Lake and Trustee Crist. Going forward, meeting notes will be sent to Trustees via e-mail following each meeting. Trustee Hoffman expressed his support for suggested efforts to enrich the Jackson College brand.

President Phelan suggested that owner comments would be useful in assessing the ENDS at the upcoming Board of Trustees Spring Planning Session.

President Phelan described the success of the Jackson College presentation held this past October at the ACCT Annual Leadership Congress in San Diego. He expressed appreciation to Chairman Sam Barnes and Rose Mercier for their work in the presentation and fielding questions, with over 60 people in attendance.

Chairman Barnes shared a story from a community member describing how Trustee Mathein helped them find the job that kept the individual in Jackson.

MONITORING BOARD PERFORMANCE

N/A

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Monitoring Report Compliance and Schedule:

President Phelan noted that the monitoring report start-up year has been extended to June of 2022 due to the process taking a bit more time than expected. The amended schedule was received as a mutual agreement between the Board of Trustees and the CEO. The schedule and compliance documents will be updated and shared with the Board of Trustees on an on-going basis.

GOVERNANCE PROCESS ITEMS: Policy E-01 Board Ends:

The Board of Trustees had no comments or questions regarding the CEO's interpretations of Policy E-01 Board Ends or the policy itself.

CONSENT/REQUIRED APPROVALS AGENDA

COMMUNITY COLLEGES LOCAL STRATEGIC VALUE RESOLUTION:

President Phelan described the yearly need for the Community Colleges Local Strategic Value Resolution, which is to be reviewed, approved, and submitted to the State. Discussion ensued about staffing and governance needs at JPEC. President Phelan asked the Board of Trustees to suggest individuals they might recommend for the JPEC Board of Governors.

MOTION BY TRUSTEE HOFFMAN TO APPROVE THE COMMUNITY COLLEGES LOCAL STRATEGIC VALUE RESOLUTION. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES, LAKE, MATHEIN, HEINS, PATTERSON, HOFFMAN, CRIST, AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

Policy E-01 Board Ends Monitoring Report:

President Phelan reviewed the evidence for compliance with Policy E-01 Board Ends.

MOTION BY TRUSTEE HOFFMAN TO ACCEPT THE CEO'S INTERPRETATIONS FOR POLICY E-01 BOARD ENDS AND TO ACCEPT THE MONITORING REPORT FOR POLICY E-01 BOARD ENDS AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES, LAKE, MATHEIN, HEINS, CRIST, BARNES, PATTERSON, AND HOFFMAN VOTING AYE. MOTION PASSED UNANIMOUSLY

INFORMATION REQUEST BY THE BOARD

Audit Report:

Michelle Fowler, a partner at the Rehman auditing firm, offered to take questions on the audit report. She reported a clean audit with no internal control matters. One immaterial finding was reported that did not impact the unmodified clean opinion. Trustee Crist and President Phelan thanked Michelle and her colleagues, as well as staff. President Phelan noted that Cybersecurity issues are constantly changing and are being strongly addressed by Dr. Wayne Rose, Interim CIO. Trustee Barnes described that achievement of certain compliance levels and education of staff can assist in lowering insurance rates.

Policy EL-05 Asset Protection – Section 2 Interpretation:

President Phelan delivered an interpretation for Section 2 of the monitoring report. The interpretation had been missing when the report was presented at the Regular Board of Trustees Meeting on October 11th, 2021. He also highlighted the omission of former Section 8, routine maintenance, which was an omission that had been requested by the Board of Trustees at the same October 11th meeting.

Non-voted Debt Obligations:

President Phelan described the College's total bond indebtedness of approximately \$34M, with an additional non-voted debt capacity margin of approximately \$32M. He also reviewed a schedule for the repayment of long-term debt.

NLS 2022 Participation:

President Phelan requested changing the Bylaws so that the February board meeting will be returned to the second Monday of the month, rather than that first week, which was done to accommodate the AACCC/ACCT NLS meeting in Washington, D.C. Discussion ensued about whether to attend the upcoming NLS conference in February 2022. Trustee Hoffman suggested scheduling meetings with State leaders rather than traveling to D.C. in 2022. This item will appear on the January 2022 Board of Trustees agenda.

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

Principles of Policy Governance:
No comments.

MEETING CONTENT REVIEW

No Comments.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.” ROLL CALL VOTE: TRUSTEES, HEINS, LAKE, MATHEIN, CRIST, PATTERSON, HOFFMAN, AND BARNES VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:20 pm ET.

DRAFT

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:	
3.0	Declaration of Conflict of Interest (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: Board Code of Conduct)
Description:	
<p>Consistent with Board Policy and By-laws, 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.</p> <p>Should a conflict be present, it is requested that the member note the item in question, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>	
Resource Impact:	
None	
Requested Board Action:	
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.	
Action Taken:	
There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
4.0	Ownership Linkage
4.1	Public Comments (limit of 5 minutes per person)
	(<u>BOARD POLICY:</u> GOVERNANCE PROCESS – Board Linkage with Ownership)
Description:	
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Comments are limited to five (5) minutes, unless a significant number of people plan to speak, and, in that instance, the Board Chair may limit a person's comments to less than five (5) minutes.</p> <p>The Chairman may offer the following statement prior to persons offering comment:</p> <p><i>"When addressing the Board, speakers are asked be respectful and civil. Should speakers who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board.</i></p> <p><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></p>	
Resource Impact:	
None	
Requested Board Action:	
Receive comments from persons wishing to address the Board.	
Action Taken:	
There were no comments from the public.	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

- 4.0 Ownership Linkage
 4.2 Board Comments
 4.3 Ownership Linkage Committee Work

(**BOARD POLICY:** GOVERNANCE PROCESS – Ownership Linkage
 Committee Terms of
 Reference)

Description:

This item is placed on the agenda for both Vice-Chairman Crist and Trustee Lake to provide a review of their work to-date on Ownership-Linkage, as well as to provide an overview of their scheduled Ownership-Linkage meetings going forward.

A follow-up meeting was conducted with Jackson County Chamber of Commerce on January 19th. On the same day, a meeting was also held with Northwest Community Schools. Please see notes from both of those meetings attached.

Scheduling with the following organizations is currently underway for March 7th and 8th.

- Jackson Area Manufacturing Association
- Enterprise Group of Jackson
- Vandercook Lake School Board
- East Jackson School Board
- Jackson Catholic Schools

Resource Impact:

None

Requested Board Action:

Consider feedback from Trustees regarding Ownership-Linkage progress.

Action Taken:

JACKSON COLLEGE (JC) OWNERSHIP LINKAGE FOCUS GROUP
Wednesday, January 19th, 2022
Jackson County Chamber of Commerce (JCCC)

Attending:

- Scott Clow, K-105.3 Morning Show Host
- Craig Hatch, President, JCCC
- Pam Mackinder, Century 21 Affiliated Realtor
- Taryn Hatch, Hatch Family Insurance Owner/Agent
- Karen Richards, Owner/Operator of Culver's of Jackson, Chair of JCCC Board and member of the MLK Committee
- Rachel Buchanan, Experience Jackson
- Amanda Loveland, Marketing & Development Director, JCCC

Hosted by:

- JC Board of Trustees Vice Chairman John Crist
- JC Board of Trustees Donna Lake
- Governance Coach Rose Mercier

Keith Book (EA to the JC President) was present taking notes.

Regret was expressed that the Ruth Day Theatre (black box theatre of JC) is not currently in use.

Interest was expressed by attendees to know how JC currently informs citizens of Jackson about programs they have to offer the community and high-school students, and how that might be improved upon. It is unsure if the community understands what the college is.

VC Crist described TCS² (Total Commitment to Student Success) and the hiring of JC Navigators (student counselors or advisors) to bring the number of students per Navigator down from 1400 to 200-300. These JC Navigators contact each of their students at least 3 times during a semester.

All in attendance expressed knowledge of JC having a nursing program, and two attendees knew of JC's BSN aspirations.

Each bullet point is a different speaker.

1. What do you see as the purpose of Jackson College? Why does it exist?

- Feeder school for 4-year programs. Lower cost option for the first couple of years of higher education or to get an Associate Degree.
- The cultivation of student housing at JC was confusing. It became unclear if JC was now a 4-year school, or if the housing was to enable bringing students in from other communities. Change of name from "Jackson

Community College” to just “Jackson College” is confusing. As it has grown into JC, it is a little confusing as to what the branding is.

- Trustee Lake explained that the name has changed but JC is still a community college. JC is a member of the Michigan Community College Association and the American Community College Association. One of the reasons for the name change is because JC was able to start offering Baccalaureate programs. Also, this kind of name change is happening nationally. JC has also added many certificates and degrees, and has so much to offer. The word “community” in the title sometimes made people unsure of the caliber of education they might receive.

2. If Jackson College didn't exist, what would be missing in this community?

- That opportunity for the kids that know they are not 4-year university bound; they are not going to UofM or MSU, but they do have an opportunity to get an education and gain skills and learn about some different trades and jobs available to kids that don't become a teacher or doctor. You can still get a good job and have an affordable education here in the community. Some kids just can't leave home for various reasons. They want to stay near their parents. And some adults want to be able to excel in their field and gain more skills, become able to move up the ladder in their chosen field. It provides something where you can be close to home, close to your family, do all the mom and dad things you need to do, and expand your career options as well.
- There is a need in Jackson for nurses. If a young man or lady decides to go to Ferris State to get their degree in nursing and moves away to do so, they might not move back to Jackson. If we don't teach them here, we are losing talent. Additionally, older students with families perhaps wouldn't have the ability to continue their education and better themselves without JC. In regard to on-line universities, not all can be successful attending solely on-line. For those that need that opportunity, after you have left high school and moved on in life, you still have the ability to try and improve yourself and get an education and improve your career because the opportunity is here at JC.
- If you had to take a job right out of high school, you could still do some of the certificate earned courses or your employer could partner and pay for some of that. The people are remaining in the community. This is part of what people don't think about. Even if families don't have the means, if the kids can go to a community college where they can stay at home, expenses are low there. They can maybe still work but take a few classes at night, and it is still logistically possible for them to do that. That is a huge benefit.
- A story was shared about a wheelchair bound individual that did two years at JC and is now at Eastern in a dorm. They credit their success with JC. They are going into law and will be extremely successful. Because of how well they did at JC, they got a scholarship to Eastern. I see that a lot with

the kids that work for me. They may not be comfortable leaving home or might not have the money. But they know that if they can get good grades they can get some kind of a scholarship. I think that is huge. I've seen that more times than not – a year or two with JC and then moving on to Central or Michigan State or Eastern.

- If JC weren't around, there wouldn't be the student or parental litmus test. As a parent, I have a child that is my mini-me. Knowing me and the money my parents (I say jokingly, but it is true) the money my parents wasted for me to go to a 4-year university only to come back to JC and realize I'm not a student. I needed to get into a career. Having two teachers as parents, you can imagine how well that went over. For me, I look at my son; were he going to go to a 4-year university I would say, ok, why don't you try and demonstrate that you can be a diligent student. And let's do it affordably at JC, as opposed to sending you to a 4-year university where I know what would happen. The other thing too is there would be no cost savings as a parent. I have a daughter that is a 4.0 student. She wants to go to UofM for engineering, and hopefully there will be scholarships there. But, if there is not, then she has already explored the 13th year through JC. She will be able to walk away with her basics done and then move on and affordably go to UofM. That is the litmus test of it. From a community perspective, without JC there would be no gathering place. That has increased as of late, within the last few years. There are people that are stepping into more of the event spaces. The Potter Center used to be the mecca of entertainment. They brought in so many wonderful names. My high school graduation and so many others were hosted at the Sheffer Music Hall. What JC does have is the ability to bring the community in. The question that I would then pose to the college is if you ask us what is the purpose of JC, when you have all those people walking into the Potter Center, what are you doing to communicate that to the thousands of people that are coming in? There is no mission statement visible. There is an opportunity with an audience in that lobby, in all of those lobbies, to expose the virtues of JC.
- It is not just the financial savings to send your child to JC for the first couple of years. A lot of times it is a maturity level. Going to Central my first year you saw so much failure because kids at 18 may not be ready to have that freedom. And as kids and or parents, two more years and some structure with how college works and how to take your classes and have the freedom you have, sometimes that's important. That's a point of either being successful to go to college to get some certificates and or degrees and not, when you send them straight off to Central. At the Chamber we talk a lot about how do we attract people to Jackson; how do we fill these jobs? It is an asset to be able to say we have this not only for your kids but for you. If you got out of high school, you can go down to a job. And maybe you don't feel like that is your career yet. Come to Jackson and get a job and work on your career because we have the options here at JC. It is a way to bring talent to Jackson, to advertise to bring people to

Jackson. You have a job, but you don't have a career? You can work on a job here and move forward toward that career with programs through JC.

- Are there partnerships between places like Consumers with JC where you can have kids who don't want to be cemented into a major? Maybe they can work and have some sort of cost savings from the college. The business gets a kid that is trained the way they want them trained with classes specific to that business. The business are having to spend money on training. They are more likely to have an employee who will stay versus be there for a couple of years and leave. My engineer brother has been at 5 companies of his own volition. How much money are they paying to retrain him while they are paying him \$100K+?
- VC Crist explained that those programs are in place and perhaps that is something that people don't know about.
- The kids get to learn about that job or manufacturing or being an executive assistant or in marketing, but be able to earn some money and credits. And that company benefits as well while they are doing that.
- At 18 and 19 do you really know what you want to do? The next conversation to have with JC is building an internship program. When I went to college, I looked at my electives and said I'm going to take a computer programming class and see if I like it. I didn't know what I wanted to do. I fell into commercial recreational management because it was a great program and there was a lot of hands-on learning, which is how I learn. Giving kids the opportunity to learn in class, but if they find an interest, building internship programs with Jackson based business is a way to try to keep them in Jackson. If they think they want to be an accountant, go work at a firm for 3 months, maybe a paid internship. Truly learn what it means to be in that firm before you make a decision, and you might make a connection with a local firm, so you are not moving to Chicago or Grand Rapids. We are keeping you here because you made those connections. I do plan on sitting down with the college and us being the connector of the Chamber, finding global businesses willing and wanting to have interns and then finding those students to match up to that type of internship. I think that is a great way to keep kids here, help them learn what they want to do.
- For me, having been on both sides of the chalk board, I think that we're very lucky in this community to have 3 institutions of learning like that – and 3 very different ones. I definitely see how JC is an incredible need because if just faced with the other 2 options, I'm very familiar with Spring Arbor University, but certain people wouldn't be attracted to a university that has a religious foundation or backing, that aspect of it, and the 4-year, and the price that goes along with that. Others might not be attracted to Baker College because they are known for their business, and they might just think that's not me in a collar. That exploration phase for the community is needed. A lot of my connection is with the Potter Center. When I saw the dorms going up I found that interesting. I wondered if this

is for local community people who just want to have that time to experience life on their own, or are there people coming from other communities to Jackson to have that kind of thing? I think that is great. I work specifically with a lot of interns, a lot of student who have no idea what they want or what they are jumping into. That whole experience, just even giving them the opportunity to realize if you are interested in this thing, we can work with you to get connected with that. The success program, even creativity with being a community based organization, you know what organizations are out there to point them to, to create partnerships like that. Checking in with students, because sometimes they don't even know to ask questions.

- You have to start that stuff first year, not third and fourth year. You can spend a lot of money to rule something out.

3. If students have those opportunities to explore, to see where they want to go in terms of education or life, and parents have more affordable opportunities, what is the benefit that comes back to the community and student?

- The benefit that comes back to the community is that you have employable people who are contributing to the tax base of the community and who are more likely to be productive citizens and more likely to spend money in the community, which helps the local businesses. Then the local businesses do better, which also contributes to the success of the community as a whole. You can't have half of your community on minimum wage with no ability to grow from there and have a successful community. Plus, the pride that goes along with it too. If you're proud of your community and all of the people in your community, you are going to take better care of your community. And you are going to be more likely to stay.
- A lot of kids don't have the ability to go from nothing to Michigan State. There are a lot of families in Jackson that haven't been able to afford that. My graduation was the only graduation my parents got to go see, to see their child graduate college. My parents married at 17 and 18 and gave up the opportunity to go to college. With JC, there are opportunities to further your education. How many families are there who want to see their kids and want to help their kids, who want to see a growth step? Mom and Dad have fought really hard to raise the kids and they want to see them succeed. But from here all the way to Michigan State, no, we can't afford that. We have a lot of opportunities right here with JC. JC can give them the full education, or a starter education where maybe through that time they can find their way to continue to grow. There are families who have two parents who never went to college, who would love to see their children move on to the next step and move on with more, but they just can't get them to Eastern or Central, etc.
- Trustee Lake: We have a lot of first-generation students and non-traditional students and single parents that finally have a thought about

what they want to do. They have been working on the line or in a minimum wage job, and they are ready to provide for their family.

- It is a problem that is prevalent in every community, but what JC does is it offers the solution within Jackson. One of the biggest problems that we face in this community is keeping young people here. The Jackson Young Professionals have done an incredible job of attracting and bringing together young professionals with Bright Walls, the murals you see around town locally; those were done by Jackson Young Professionals. JC keeps our kids here and hopefully gets them invested with the first name of their college, which is Jackson. Certainly as a parent, I get a lot of communication from JC through the high school. I also get it through the college and career access center which advises both students and adults on what to do. A member in the Jackson YMCA was talking with a gentleman in his 40's that was going for his certificate program because he wanted to continue advancement. When we think students, we think 18-20 something. But really, JC has helped an awful lot of people to continue their education no matter what the age.
- Being out where JC is, you are a little bit separated from the community. You have a student for 1, 2, 3, 4 years not from Jackson who may be apt to move back home. How do we keep them? It is not just a business connection, it is how you connect the student with the community, with non-profits or getting downtown or just getting involved within the community.
- I think that is one of the things that you compete against with other community colleges. Lansing Community College is located within the city of Lansing, so visiting your alma mater is an experience in going downtown in Lansing and it is right near Old Town. The same thing with Grand Rapids Community College. Even Hillsdale College and Spring Arbor University, there is a town around it.
- Kids want to be downtown. But to find the positives of what you have, you are out in the open.
- You are basically between all the school districts.
- Trustee Lake: At the time the land was gifted to us, there wasn't a lot of room to grow downtown.
- Rose Mercier: One of the things that is missing is just that connection.
- Trustee Lake: Actually, right across the street here was our JC Connection but it wasn't very successful, not to say it couldn't happen again.
- Successful students come back on their breaks and work for me. They are an inspiration to all of us. I see huge benefits as I have a number of individuals that have kids who wouldn't be able to go anywhere. Because of that, they stay employed with me. We work out ways to make sure that they can get to JC or do online classes, which has been a huge help for these single parents. I think having the college here is a plus plus plus. Being so out of the way, it is kind of out of mind, unless you need it. One of the best things you ever did in my mind was a billboard that was up

consistently on I-94 by my exit, just talking about JC and the different concerts that were coming. It really put JC in the forefront. People in town would say, that's my college, and people driving through would say, I didn't even know there was a college in Jackson. I would be very sad if we did not have JC here, not only from the perspective of having a place for young and middle-aged people to go, but also the partnership that has been developed with the community. I don't think that gets a lot or enough press. What you did for Challenge Day the last two years that we were there was phenomenal, and the people we worked with were just drop dead amazing. You paid for all the meals. Even the high schools we're at don't do that. If there was a way, you should better toot your own horn and let people know what you are doing in the community. That is hard without good social media connections. You guys are doing just as fine of a job as Spring Arbor. They market what they do very very well. I know it is expensive. I just think there is a huge opportunity to increase your students and that commitment by people in town to go there.

- Are there social media marketing classes at JC? Yes, there are. Do you do anything to leverage those students that are in those classes to be your social media advocates, and maybe have that be part of their credit? A lot of kids want to do that as a job. If they can have a good start and make quality products in college, that's part of their portfolio when they are job hunting. Also, it's free at that point. You have kids who that is what they do all day. Perhaps they can give testimonials on social media as part of the marketing for what JC can do. Then you are not having to have an explosive budget for social media.
- Trustee Lake: We do have a marketing department and we do market.
- Is that the kids doing it?
- Trustee Lake: We have employees, a marketing department. But I see what you are saying.
- When you are marketing, what is your focus group? Is it surrounding areas, is it community involvement types?
- Trustee Lake: Our newsletter is a big thing.
- You have to have two lines. People are going to read two lines and then they are going to be done.
- Even your sports, you forget that there are basketball games to go watch. Recruiting some of the local athlete; if one of them played at JC, I would be at your games. Have the younger kids see the local athletes at JC; go to those games. Have students post information about the games and the wins.
- Or contacting the younger athletic teams in the community and getting them involved with the JC athletics.
- Local sports are being broadcast on the radio.
- If you go through what is posted, look at what has likes and what doesn't. If you get kids posting, they are going to post it to their own too, because they did it and they are proud of that, and who is going to like that? More people. People don't care that you offer that class. They care that they

know “Craig” and Craig takes this class or that’s a cool write up or picture of Craig. Then the parents are going to like it and they are going to share it. There is nothing on your social media currently that has shares. When there is a specific kid featured, you’ll get more likes. Because it is not kids or folks at the college participating in that, there are very few likes. I don’t even see this in my news feed and I like it and I follow the college. You are outside of my algorithm because there is nothing that relates to me being posted.

- What we are trying to do here is see how to reach the community.
- I don’t see any advertisement for JC. I may not be the age group that you want to hit, but I’m in contact with the age group you need. My philosophy is, if you’re working at my place, you better be going to college because you are not going to be here for the rest of your life. I won’t let you. But you need to do something with your life. You should do that as an employer. But I am not getting any information to push them to JC. I’m not getting the information that I need, and I haven’t, other than the billboards, which I love.
- We talk about partnering with businesses for when they are out of college, but from your non-traditional students to you students who have to have a job to start college, finding those employers who know that they are only going to have them for 1-4 years, who knows that they need to have a flexible schedule, but is willing to give that 18 year old an opportunity. The family can’t pay for college and they can’t just not work through it. Partnering with those businesses is key. Employers understand that they will only have these students for 1-4 years, they are going to make a paycheck, and the employer is going to be flexible with them to get them through so that they can, which will build up a sense of community. This business right here in Jackson helped me get out of a job and into a career. I want to give back to this community because there are good business owners and businesses like this. Perhaps perspective students can be pointed to employers who are willing to give jobs and be flexible, who want to nurture your growth.

4. What do you believe will be the most significant challenges facing our community in the next 5-10 years?

- Employees. Bodies. That has got to be a huge job because if people aren’t motivated to go to jobs where they are offering you infinitely more than you would have made in that same job a year ago, if you can’t get people to work for the wages we have them at now, then how is JC going to get them to pay to come there and learn how to make what they could go out right now and get? In 5-10 years, we might see the push for college, but now the push is for trade school. We need skilled labor, which is no wonder you guys are going for the certificate program, but if you really look ahead, we’re going to have the inverse again. We are going to have an issue with people having certificates but no 4-year certificate. For me, the immediate need is people, which is going to make in 5-10 years an even bigger problem that I don’t think

we realize now. Immediately, things are slowing down. Locations are closing because they can't be staffed. You have got a sedentary group of individuals right now with no motivation to go out and work and therefore how can JC be a part of motivating those people in order to get them into the workforce so that it can continue to improve the Jackson economy that has been on an upswing, and COVID related issues have taken that down dramatically.

- I would think of the work and get paid and earn credit sort of deal. You get the businesses to pay for the classes that earn them credit. While they are learning the business, they can earn business credits.
- They are learning that in high school now. People are familiar with that. But the issue with that is you would be competing with your feeder systems, the high schools, that are already advocating for that 13th year as it is.
- The demographics of kids, are they kids going into the high school programs and going into JC the kids that would probably do that anyway? Is there a way to reach the kids that don't, for whatever reason, that are underserved in their neighbourhood or whatever? Are those kids taking advantage of those programs and learning? Are the kids that go the kids that are going to do that anyway?
- A good example is a kid who was on a trajectory toward engineering. He wanted to go to MSU for it. He went to Columbia Central High School and learned about this Jack 3 program that is offered to the Career Center and JC, which is the 13th year, you get your Associate Degree. He actually ended up getting his Bachelor Degree in that time. And because he had an early education and opportunities to take college courses around what he wanted to do, he discovered he didn't like being an engineer because he hated sitting at a computer. He liked the hands-on component of what he got to do. Because of that, he changed the trajectory of his career. He had a full-time job when he was in the 11th grade. They absolutely loved and adored him there. I think it is not the kids who are obviously on that track, but in many ways the kids I have learned about who have gone through that particular or similar programs; they probably were on some college trajectory because of JC. But that is just one example.
- But what about the kids that live a little south of downtown? Kids at Columbia Central aren't necessarily kids that live in underserved areas.
- What about the kid that wants to work in fast food, who works there for 5-6 years. How do you build their trajectory? There is a future for you. You're here every day and you work hard. You are a smart individual. How do we build you on a trajectory beyond that?
- Business owners are in the high schools giving them that speech that you can work at a minimum wage for a little bit but you can be more. Just because your parents are not more, you can be more.
- I see an opportunity for JC. I am very familiar with Spring Arbor's approach to creating their image in the community. They hired an individual to come out and say we need to change that. So they put a lot of money into a specific staff and with what has now become their marketing budget to present themselves in a certain way. I think that they do it well. It is a competitor in

that it is a college, but not a competitor as you are going after different demographics of people. I know a tremendous number of kids from the south side who JC is their option. And because it has become accessible, it made it an option. I think it is done fairly well. The steps were taken to make that path. The workforce needs, which is undoubtedly the biggest challenge and will be in the future, could be better served by JC than other colleges in our community. If you continue down a path and really invest in veterans, black and brown people, and other minorities like those with English as a second language and made it accessible to have jobs in college, strong internship opportunities immediately when you go to college, similar to like 6 months in college / 6 months off....something of that sort, and then guaranteed jobs out of college. I disagree that kids are going to stay because it makes an impact in their community. When I was 20, I didn't really care about my community, not because I didn't love it, but I just didn't value it until I was in my 30s. It's just the reality of where your mind is. I think that our workforce needs are going to have to be innovative, and every company in Jackson knows that but doesn't know how to do it. I think if JC was the place you went for employees, for interns, for potential employees, and for future employees you are going to give a job to because they couldn't say no, because it was such a great opportunity for them to stay in Jackson (verses going to California because it was there dream or move to Colorado for a few years because the job opportunities are similar and why not), but if you created really strong programs that had diversity aspects to them, I think you would be the place, the college that companies come to for employees. I think that it would be an obvious choice, both to stay and for companies to support you. Which is a huge heavy lift.

- To me a part of it is convincing them. It's an option, I see JC there. But is it really true? If I agree to this job and put the effort in, is there a guarantee, a true path? If I start without knowing that path, am I confident enough that if I put that time and that money into college instead of putting it into the car I want, are the fruits there? How do you prove that? You have to show the true path with examples of those that have done it. When you look at the leadership in some of the factories we're talking about, that leadership is a 50-year-old white man. They don't see themselves there.
- Rose Mercier: What I think I hear you saying is that it is not so much that it's having kids in high school be aware of what's possible. It is enabling businesses to build those kinds of partnerships and programs that actually create those job paths. I can improve my recruiting or I can support them through high school and make sure that there is a job waiting for them at the end.
- It's not just I'm going to college and then looking for a career, it's here is the entire path. When I start here, I know it ends here because statistics are that if I put the time, money, and effort in, it is there.
- This is versus fighting the thought of can I even get an interview anywhere because I don't have experience. You are immediately kicked if you don't have 5 years of experience for the lowest wage job at the company.

- The kids are aware of the opportunities at JC through the high schools, but the community may not be. The influencer is mom and dad. If they are preaching JC, the kids are listening.
- It is not just JC. I had an employee who went to 4 years at Eastern and for 18 months interviewed everywhere for a job in marketing and was told that without at least 5 years experience, you don't have a job. So, they are back working part-time for me and another place as a salesperson. How do we prepare them with internships to get them into the workplace? Also, I have some JC less-than-success stories, who quit. Do you track your completion rate?
- Trustee Lake: Oh yes, we have to.
- In the end, the success-story is not completing the program, earning the certificate or the degree. The success story is the career. If JC can find a way to bridge that gap in Jackson, you are now the success story.
- Rose Mercier: One of the results is that students are employed in family sustaining jobs. That is the aspired outcome.
- Trustee Lake: We talked about exactly that in one of our planning sessions in the last year and half. That is a focus of the college. Not just give a certificate or a degree, but to give a sustainable certificate or degree so that they when they go to look for a job they are able to take care of themselves, not be at poverty level.
- One of my employees went to JC and stopped because they ran out of money. The government garnishes the wages for the JC payments they are behind, which makes it even worse with 2 kids, with a job that certainly can't cover everything plus a college payment. What percentage of students have quit and owe money? I asked them how much they owed and they had absolutely no idea. After a couple phone calls, it was less than \$500 and I paid it off. The poor kid thought they were behind \$3K. There may be a disconnect there too for people that have left for financial reasons, who feel handcuffed by the fact that they tried to get an education. I can't get them to go back.
- How many other stories are there like that? They are just not going to go back. They don't believe they can. They don't know how they are going to get out of their current situation or get ahead enough that they could do that.
- I offered to pay for their first semester and I can't get them to do it.

5. What difference can a college make in those circumstances? What is it that you see the role of the college being in that?

- If the finances become an issue, are there some alternative things you can do to defer costs?
- That's where a lot of 3rd parties come in. College and Career Access Center, they help out with loans and financial aide to help anyone at any point in their life. There are so many programs that are accessible. The thing the college and everybody is facing the lack of is motivation. Unfortunately, the generations that we have had recently want to be treated as if they are already at a certain level for which they have not worked. There needs to be

a very clear communication from education as a whole as to why this is beneficial and why education will open doors that are otherwise closed to you while being equitable about it. Equity is now the new term that we are speaking of and it is very important for everyone to do it. But equity is also that there are certain doors that open to you if you have a 4-year education. Somehow this needs to be conveyed in an emotionally mature way to the people that are taking advantage of your services that, yes all people are created equal, but there are opportunities that are not your level unless you are amongst those that have a degree.

- It would be nice though for companies to realize that your experience is more valuable than some kid that walks out with a 4-year degree, if it creates money and revenue for the company because they are not having to spend that on training. At the same time, talk the experienced individual into going back to school and earning that degree while they are at work, benefiting the company with their experience, if that degree means so much to them for that person to have.
- VC Crist: Is that something of a societal situation? For example, some major corporations will not even look at you without a degree.
- Companies like Google do not require a 4-year degree. But if you hit up local companies and have stories of folks who do have value with that 4-year degree and maybe they work for the company already. Or a company says they cannot justify giving them a promotion. They don't have a degree. Whereas if someone else walks in with the degree but has to ask the senior employee without the degree what to do all the time. How about we give the senior employee that promotion with the understanding that they will work towards the degree as well?
- Rose Mercier: There is a roll for the college to equip businesses with information, tools, and resources that enable them to think about, if we want to build our workforce, here is how we work with the college to do that.
- Perhaps employers could indicate in vacant job postings that a 4-year degree is required or willingness is required to work with the program we have with JC to get that certificate or degree if you don't have it yet.
- Every employee wants motivated and fired up employees. Employees who are learning and improving themselves are better employees. A lot of employers in this town would love to have JC come to them and sit down with their employees and figure out a way that they can do what they are doing for the company and go to JC. Perhaps the employer can help subsidize some of the cost, with no strings attached. Employees would value the employer more and be more loyal if the employee was involved in their development and growth. I would love to have someone sit down with my graduating seniors or out-of-school kids to just figure out how they can take one class. They don't need to bite off a whole semester of hours and classes, but that would be a good way to partner with the Chamber and businesses to try and move the needle with employment. They will stay with me if I support that. I want them to do something with their life and be able to take care of their kids. That would be my wish.

- Is there a way that employees working for a business, on top of what the employer is paying them, there is an additional \$2/hour (for example) that the employer donates to that foundation in that person's name? Instead of taking an employee's taxed money to pay for college, the employer is able to direct pay so that it is not taxed 30%. 100% of that is going toward the education and the person working is not feeling it. If you work so many hours a week there is going to be a certain amount that goes into your foundation fund. And the employer would get a write off on that.

6. What opportunities could there be for Jackson College to make or support positive changes in the community, in professions or trades, in businesses or industry?

- Be present at community events. I don't see JC at the Hot Air Jubilee, Gus Macker, or Cruise Nights. I don't see JC where the community gathers. The perception within the community for many years was JC was the diva that stood over in the corner at a party and waited for people to come to them. Bring the college to the community. Don't expect the community to come to you. Be at these major events that the community is at so that they can see the positive changes that you have made. Take some of the projects that you have with the mini- houses on campus. Go to Habitat for Humanity. What kinds of partnership can our students have with them? What type of presence does the college have with the NAACP here in town that is really moving the needle and becoming an organization that people are turning to for answers?
- Have your athletes at Gus Macker, teaching the kids in uniform. We forget your sports programs are there.
- Rose Mercier: The community views JC as an integral part of the community.
- For years they always hosted the big craft show. Now that has moved into town. I think the chili cookoff started out there. Somehow along the way, things got lost. Is it logistically because of the location? Is it just because people don't associate with the college doing those things anymore?
- How much of an impact has COVID had on enrollment?
- VC Crist: At one time we were at 10K students. We are down to 5-6K.

7. Two priorities sticking out are that the community views JC as an integral partner and that employers and businesses have tools and pathways to address workplace shortages. Which of those feels more important? If you had to pick one, just for the college to focus?

- JC's biggest opportunity right now is to be a conduit to employment so that businesses can go on doing business. Go to JC. It is not just pathways to a piece of paper. It is a pathway to a career.
- It could be "both" "and" because where we spend money aligns with where you're going to find the employers that need you and the students whose parents are going to be in the room. The MLK Center is a good example; JC

is a great access point to college for kids on the south side. I know a lot of kids there that choose JC. What I know about parents on the south side is that they only let their kids go places where they trust that they are going to be safe. Spend money in the community marketing and becoming a part of community programs that are going on in the south side, like at the MLK Center or Isaiah's Teen Hub. Become an integral part of the city and spend money where you are going to find kids who are ideal employees but then you're also beginning to work directly with the employers to say look at the pipeline of students we have coming up. Not only are we improving our numbers but people trust us in the community that don't trust other schools.

- I would send a questionnaire to businesses in this town, big and little, as to their views of JC. Ask how they would use JC with their employees if they could? Also work with the high school superintendents. I would gather more facts from businesses and superintendents. If you can get your enrollment numbers back up a couple thousand, that will improve your credibility. Then as an employer, I would be more than willing to do a pilot with JC.
- Are you involved in the PACT conversation that happens at the ISD building? This is a grade that high school students achieve. It is being used in all but 2 school districts in the entire county. It is a grade that students get for personal management, accountability, communication and teams. They are not just graded on math, science, history, but are actually graded in their schools on employability skills. This conversation happens with most superintendents and businesses every single month. There is not a college involved besides the Career Center that I am aware of.
<https://jacksoncountyalenthub.net/employability-pact/>
- JC does a great job presenting to the students in high school, but how often does a child communicate with the parent about what happens in school? Is there a benefit to having a customer resource management system that calls the parents of those students that expressed interest in the 13th year?

JACKSON COLLEGE (JC) OWNERSHIP LINKAGE FOCUS GROUP
Wednesday, January 19th, 2022
Northwest Community Schools (NWS)

Attending:

Geoff Bontrager, NWS Superintendent

Cari Bushinski, NWS Director of Curriculum

Kelly Grygiel: NWS Director of Compliance & Communications

Hosted by:

JC Board of Trustees Vice Chairman John Crist,

JC Board of Trustee Donna Lake

Governance Coach Rose Mercier

Keith Book was present taking notes.

Each bullet point is a new speaker.

1. What do you see as the purpose of Jackson College? Why does it exist? If JC wasn't here, what would be missing in the community?

- A lot of resources for our kids.
- In Jackson, we're really living it with post-secondary institutions. If JC was not there, that would be a huge hit for our students in terms of educational opportunities and dual enrolment opportunities. That is the biggest piece that JC offers for our students right now. And, just offering that other pathway besides that 4-year university. It is a niche. You can go to Spring Arbor. We're not seeing much of Baker at all. For Jackson community and county, you have JC and Spring Arbor.
- There has been so many opportunities for kids as far as dual enrolment, real opportunities. As well as early college and that 13th year. Spring Arbor University does a great job at what they do. However, it is really just a flat out 4-year university. Kids go there that have planned on going to college forever. A strong suit for JC is that there is something for everyone. You can earn those dual enrolment credits, get a start to your degree. A strength of JC is for the most part, I'm not sure how to say this other than staying in their lane. I look at Baker for example. We know lots of folks at Baker. When they brought forth the engineering program. Does that make sense? I'm not going to answer yes or no. But does that make sense from a standpoint of if a kid is going to go into engineering, they are going to go to Michigan Tech, or UofM, and the list goes on. For the most part, JC has done a nice job of offering great opportunities for kids in the transition from dual enrolment in high school to offer 2-year degrees. Or in some cases, the 4-year degree.
- The reason why we are huge on dual enrolment: the students are interested. They get started freshman year. We encourage it as much as possible and JC is our first go-to always. Spring Arbor a little bit, but not like JC.

- It is a huge thing for our kids. All of our kids have benefited. As a sophomore in college, a student could graduate half-way through their junior year because of what they did in high school.
- The reason dual enrolment is so purposeful for our students is because they get to try out college while they have support of high school and their families. And it is affordable for them because the school district is paying for it. We feel that is really beneficial. Also, for students who might not think college is something they could do, they try a dual enrolment course and realize they can do it. That will steer a lot of students toward career pathways that they may not have thought they could do otherwise.
- My kids started dual enrolment when they were in sophomore year. They have done amazingly in their dual enrolment, but at first it was very hard because it was a little bit different than the normal high school guidance. They had to take initiative on a lot of things. That helped to grow the soft skills of organization. On the back end of that, it really helps them to understand how to organize themselves, how to prioritize their time, because someone is not telling them they have to do A, B, and C today. It's due on Sunday, and you figure out your time. They love it. They still go to school and do their work. My senior will have 24 credits when they go into college. And that is all under the support of their high school teachers where if they have a math question, they can always go and ask their previous math teachers. They are more than willing to help them. Our college coordinator does an amazing job helping the kids segue into that college atmosphere.
- As a college, I would think you would want to continue to support and beef up the dual enrolment. It really is a good program.
- We have seen a huge increase in numbers in the last couple of years.
- The law changed which allowed us to allow more students to dual enroll and opened up our flexibility with who can dual enroll. We really took advantage of that as a high school.
- A student can graduate with a double major as a first semester senior. That is not going at all in the summer or spring. That is regular term because they dual enrolled at JC.
- It goes towards their high school credits as well. Why wouldn't you?

2. What do you think the benefit is for those students? What is the impact of that?

- Number one, they have full support of their family. They are not going off into a college or university by themselves. They have their mom and dad right there, or whatever family structure they have. Number two, our counselors are really prescriptive in terms of matching the course to the student. They are not going to recommend a biology course to a kid that is already a struggling student. They might introduce the communications course first because they know that is an easier dual enrolment course to get their feet wet. The other benefit is cost, which is huge. Finally, as a freshman, a student can come in already a sophomore, so they get priority for scheduling

their courses. They get the exact schedule they want every single semester because they are 2 semesters ahead of all of their peers in their program. They don't have to worry about getting all the courses they want. That's a big deal for kids.

- It is more goal oriented. They feel like they are working toward something versus just taking classes they may not have an interest in. There is a reason.
- Kudos to Dr. Phelan. Often he will come to the county superintendent meetings. He is very in tune whether it is early college or dual enrollment. That has been a real positive for Jackson County as a whole, for JC, and for our local school districts, that we're all very familiar with each other. If there is a need or suggestion, it is well received on both sides of the coin. A big piece of that has not only been the dual enrolment but the inception of the early college. For Jackson County, the level of that going from ground zero (we didn't have early college) to where it is now is unprecedented in the state of Michigan. It is huge. We all have a little skin in the game with JC.
- The student can get their Associate Degree after one year out of high school – the 13th year – and get a diploma all in one.
- It allows a student to get into a prescribed program with that 13th year. We're basically paying for their education so they can graduate from high school already with an Associate Degree. The JAMA student of the year used the 13th year. They were a Northwest graduate. We've seen nice success with that.
- I think we would see a huge increase also if we had some life stories to tell. We were just talking about finding people in those jobs and seeing what they do. These kids actually went through it. Let's show young kids that they took this path. These are the options that you have. We try to do a good job of communicating those, but there are a lot of details. If we had a bit more of a summary sheet or something, that would be helpful.
- We do have that. Yes, our counselors do.
- Part of it is, we're just really starting to see the fruits of our labor too. It is new enough that we're just starting to see these kids, like with our manufacturing program, those things that we started a few years ago are coming to fruition. The early college is definitely one of them. That is county wide. That is kudos to JC, Dr. Phelan, and the Board, partnering with us. That truly is a partnership, the only way that it can work.
- Rose Mercier: If students are successful in school, they get Associate Degrees, they get into programs that they enjoy, then they are able to earn a living that is sustainable and make contributions to the community. Why is that such a benefit for the students and the community?
- One of the biggest goals we have as a high school is we want kids to explore as many different areas as possible to find out what their interests are. This starts in middle school really. That is really diligent. It is the goal of exploratories in middle school, and we try all of our different pathways and give lots of opportunities to our students. We have 2 computer science classes, a manufacturing program, home ec, healthy living courses. We

actually have a course in career pathways for students to try out different areas. And this is just middle school. Of course, we have the health and the art and music and all that. But when you get into the high school, then is when you want to really start utilizing their time, taking courses that are starting to be in their pathway. So, they can start finding out that they don't like this; they do like that. We work hard with job shadowing out in communities. They may think HGTV is the best thing, for example. They want to be an interior designer, but when they start to job shadow, it may not be what it looks like on TV. We partner with Junior Achievement for that. Career pathways are our thing. We think career pathways specifically. What courses do we offer in this pathway for our students? If they were to go down this path, what happens at the end of their high school year, moving into post-secondary, what is available? The one thing that I wanted to bring up too that is another huge strength of JC is your 1-year certification programs, where students can go one year and get a full certification and not be a college bound student. That is kind of new, the last couple of years I would think. From our perspective, that is new. I have to say, five years ago, I really felt that JC, and this is just being honest, that JC was elitist in the sense where they were not really thinking about the community in which they serve. I felt like we weren't connecting at all. I felt like JC wanted to be this little mini UofM and you were holding your standards up here. We were like, this is Jackson County. Manufacturing is our number one workforce. We weren't being able to partner as much. The last 5 years has seen a huge change in that, where you have developed these 1-year certification programs, allowed a lot more dual enrolment, where you have partnered with us a lot more in our manufacturing type programs. I have seen a lot of change for the good in the last 5 years.

- In addition to the relationship with the schools, with the Chamber as well. We want our kids to get out and be job ready or ready to pursue an additional degree. PACT is a prime example of not just having that skill set, it's that PACT program. Between the Chamber and the school districts, Cari has been a strong voice for the county, a strong voice in making sure this happened.
- JC is offering the PACT for their students as well. Jackson County received the Marshal Plan Grant for \$500,000 three years ago. Because of that, one of our main goals was the PACT certification, which is soft skills and employability skills. That originated with C2C. That whole group surveyed all the Jackson area businesses for the top soft skills that Jackson area businesses were looking for in an employee. They came up with 16. Number 1 is attendance. They also noticed communication, teamwork, adaptability, and being organized (we call it personal management). Personal Management, Adaptability, Communication, and Teamwork (PACT). What we did as a county was translate that into a certification for soft skills for students. They can actually graduate from high school with a certificate that says they are PACT certified. It is signed by Bill Rayle from JAMA, Chamber, the Enterprise Group, the Superintendent's Association, the Superintendent

of the school district, Junior Achievement, Michigan Work, and County Career Access Center. All of these organizations got together and said this stands for something. So, the school district started working really hard to get kids proficient in these areas.

- If all of our business community knows that a kid has the PACT endorsement, we know that they are ready. They are much more attractive to employ.
- We have a PACT video that is created by a lot of the leaders. Paula Autry and Roger Curtis were on it – area leaders. Mike Shirkey, Bill Rayle, Kevin Oxley, all of these community leaders spoke on the video. JC, as a part of your IT program, where students go and work for your IT program as student workers, they can actually earn these PACT skills. We have actually certified students at JC in the pact as well. So, there is that collaboration. We've worked very closely on that together. We have also worked with Tina Matz of JC very closely with our manufacturing program. She has helped us a lot and been really great to work with.
- VC Crist: When was that PACT finalized, so that all these people signed and the kids went through that?
- Right before COVID was our pilot year. This year was our full force launch year in many districts. There was some push back because teachers are overwhelmed. There are billboards all over the county right now.
- People have just been in different places because of the impact of COVID.
- There are 8 districts that are for sure on board and 5 that are not quite there yet.
- We are going to get there.
- It takes leadership. Right now some of the smaller school districts just don't have the personnel.
- Rose Mercier: In some ways, down the road, what you really want to have is a fully integrated career / education development pathway.
- The talent pipeline is really what it is all about, and we are just the beginning. What has really happened over the last 5 years, the collaboration between Jackson business, post-secondary, and high schools has gotten a lot stronger. Our partnerships are really strong. We have been able to look at what is the need in Jackson County and what can we do to help meet that need and create these pipelines to talent.
- Rose Mercier: This is some of what we heard this morning from the Jackson County Chamber of Commerce.
- Trustee Lake: We really aren't always aware of how broad a program is. We here about the development and have a catch up, but it is really exciting to hear how much you use JC and you work together. It is one of those things we just don't all know about into this much detail. I would say that the Chamber definitely doesn't know, because they were really wanting exactly what you're talking about. I couldn't really say with certainty just how much it is happening or how much we are involved. So, this is really exciting for us.
- (A list of all the JC certification programs, created by high school counselor Karen Bloom, was shared.) These are all your certification programs that are one year. She goes in and talks to seniors, saying, look at this. One year,

and you can have a certification in any of these areas. That is huge, because kids don't realize. Vascular stenography, digital marketing, Microsoft Excel office specialist. Those are huge for kids. These kinds of programs are what our community needs. We don't need a min 4-year university. Kids are going to go away for that. 63% of our kids are free and reduced meals in Northwest. Jackson Public Schools is close to 85-90%.

- Ultimately, the end goal is to keep them here and build a stronger community.
- We have a plan. We have resources and people. The coordination that we have is excellent with JC. That is something that could be improved upon with the smaller school districts. There are some things that are great about a bigger school districts and some that are great about a smaller one. But we have more kids in one building that probably 80% of the school districts in our county. We have about 900+ kids per building. That is one of the challenges that we as a county could continue to work on, that outreach to some of the smaller school districts. I'm sure that not all kids are aware of these 1-year certifications at JC.
- The counselors are your in. Our county-wide Jackson County Counseling Association works really hard to connect with JC and Spring Arbor.
- Spring Arbor University is a great resource for Jackson County, but it is a completely different role. The integration and collaboration and relationship that JC has built with the county schools has been invaluable.
- JC has stepped up and filled a void with the manufacturing STEM program, the skilled trades. JC has done a good job adding those skilled trades to the programs in the last few years. That's where Baker was strong at a certain point. JC seems to be moving in that direction. If you can continue strengthening that skilled trades program and building that up and working with JAMA, that's what we need.
- From JC's standpoint, it would be huge to continue down that road. Ronnie Johncox at Technique, he literally has donated millions of dollars between monetary and equipment all for the STEM piece of that. Just because of location, that is how we originally got with Baker College. Since then, JC has really stepped in there. There is that whole pipeline of work skill sets, but having the financing on this side of it, from the K-12 side, and also having the college side of it.
- Some will graduate and get jobs immediately. But there are also the ones that will graduate and want to pursue a 2-year degree or get a job while they are pursuing it. Or there are kids that will go to Ferris State and technical schools, so on and so forth.
- Trustee Lake: We do have our North Campus, W.J. Maher, on I-94. I'm wondering if that would be a location that would work if there were programs held there.
- That would be pretty close really. It's a lot closer than people realize.

2. What do you believe will be the most significant challenges facing our community in the next 5-10 years?

- Workforce.
- We don't have the skilled workers.
- And motivation for it.
- I just had a call to recommend a particular someone who I knew would be a horrible employee, so I just had to say nothing, not positive or negative. But the hiring manager was begging for anything positive I could say to push the person through. They were at the bottom of the barrel.
- We need to get kids interested, to know that these careers are lucrative. They could make some really good money in manufacturing.
- A success story was shared of a student that became an intern last summer and absolutely loved it. They do dual enrolment at JC as well. They play sports but the manufacturing company loved them and their enthusiasm, so they worked around every schedule. They work every Tuesday and Thursday. They treat them as a normal employee. This student likes that becomes they want to get in there and learn and it gives them confidence. They have a company university training program and the student is invited to come back during summers to work if they go away to college.
- Manufacturers need employees so bad that they created their own school to train their employees. JC could do that, even stronger. Really look at those skilled trades programs, even stronger, really cater to manufacturing.
- It will be interesting what will be on the other side of COVID. I was speaking to a business owner recently who said that for every 10 people that apply for a job, if we have 1 or 2 actually show up for the interview, that is where it is at. That is pretty common right now. I don't know what people are doing to live.
- Even before COVID hit, this was a concern for employers, getting people that were skilled. Now we have a lack of motivation and will to work. Prior to that, they didn't have the people coming in with the skills.
- McDonald's pays employees each day when they finish the job, day of.
- Prior to COVID, we were in a meeting with all manufacture business owners, colleges, universities, and educators. The question was, how many of you in businesses use SOLIDWORKS? Everybody raised their hand. Now how many of you educators use SOLIDWORKS? No one raised their hand. They were using the wrong program to teach students, and all we had to do is switch to the simple instruction of SOLIDWORKS and we're meeting the needs right away of our manufacturers and our businesses in the county. Little things like that are super important.
- At first some of the instructors were like, we're not familiar with that.
- Then you have to get familiar with it.
- What good does it do if no one uses it out in the real world?
- We teach SOLIDWORKS in middle school now because of that conversation. The stronger the college can be in the area of listening to business owners, especially the manufacturers. I can't stress that enough.
- Interest for these things begins in middle school. Right when you come in as a high school freshman, the counselors are great at helping you start to lay

out your 4-year plan. That may change but at least you have a track that you are on, and they do a good job of getting that information out to the parents. Does JC have a dual enrolment coordinator to help facilitate the smaller districts? We have the manpower, but it is very timely. I wasn't sure if that is a service you guys offer as a college to even the smaller districts.

- Yes, they have a contact for dual enrolment.
- Tina Matz is working with Technique and Northwest in developing a program with a skilled trades mobile unit. Whoever has that vision right now at JC is a good one.
- Rose Mercier: What I hear you saying is if workforce, motivation, will to work are the major challenges facing the university, the role of the college is to be part of a seamless integration of continuing education, post-secondary, into the business, the employers of the community. So, there is a seamless pipeline.
- That step is really needed, so without JC, we would really be hurting.
- Schools play a very intricate part in the economy piece of Jackson because that is our future workforce pipeline. I think the same thing of JC. And PACT is a prime example. That is a project that really has all the hands involved in it, which makes Jackson a better place.
- It is full cycle. There are the kids that go into the college, that go into the jobs, that have families that stay in the community, that have kids that come back into the schools, and you just keep pushing them through that cycle.
- And you have the Chamber to make Jackson look more attractive. Look at where Jackson has come in the last few years. When kids graduate from college, at least they are not scared to come back to Jackson anymore and move downtown.
- These certification programs are really great. We don't have 90% of our kids going to a 4-year university in Jackson County. Unfortunately, we don't. That's just real life. We don't want them to. A lot of kids that aren't cut out for college, that isn't their thing, they feel like if they don't they are a loser because that is what we have told them. They get to a 4-year university, flunk out, have a huge debt. This isn't for them. We need avenues for these kids where they are still going to make a good wage. That's what these programs do - these 1-year certifications. I asked my counselor if there is anything missing off of this certifications list. The one thing they talked about was maybe a paralegal program. You are really strong in the health sciences, in business, in technology, getting stronger in the professional skilled trades, strong in the liberal arts, science, mathematics, engineering, human services, behavior science, and corrections. These are good programs.
- Those of us that grew up in my era, when you graduated high school, you were still a long way away from the workforce because you're going to college for 4 years. So, part of that with JC, you have an opportunity to be not even 19 years old out in the workforce possibly making \$60K a year. Obviously, we want lots of kids to go to 4-year universities for long-term goals, but that niche where kids can feel good about themselves of doing the 13th year or

continuing education at JC so they can be job ready in just a couple years is key for JC.

- When JC switched their name to “Jackson College” we were a little nervous about that because we thought they were not going to cater to that population that we’re talking about right now as much, wanting to be a college versus a community college. That was a concern. An example of that is, the Advance Placement (AP) tests that our students take for JC. To count that AP as credit into their program, the kids have to get a 4. Once you take the course, you take the test after that. If you score a 3 or 4 on the test, most of the time, most universities, almost all, if it is a 3, they will take that as a college credit and you don’t have to take that course again. JC on the other hand, in almost all of them, you have to get a 4. That to me is elitist. This course isn’t good enough for JC but it is good enough for Michigan State. There are little things like that we had a hard time with for a while.
- That is why some choose dual enrolment because the AP class takes up an entire slot on their schedule for the entire year, whereas they can do 2 or 3 college classes during that year and get 6 credits for what they would have gotten for one. And if they didn’t get a perfect score on that AP test. Plus they knew they just wanted the college credits rather than not have to take a certain course at UofM, which they weren’t planning to attend.
- But that sends a message. I know you want to have the 4-year programs. Those are really important for kids, but it’s also important not to lose sight.
- It is trying to create that happy medium. There is a happy medium with understanding staying in your lane with how you can best serve the community. What you are doing right now is impressive. Why not be more inclusive, do everything we can to keep these kids here?
- Rose Mercier: Is it the hope or vision of the future that the kids actually stay in Jackson?
- In a nut shell, that is the huge mission of the Chamber. That is why they have worked so hard with not just the local businesses, but the local school districts, PACT, JC. Not that the kids never step foot out of Jackson County, but for it to be an attractive place for them to come back to if they do step away for education. The hope is that they come back. The early college and dual enrolment at JC is great because even if kids go away to Central, etc., we have the offerings that look good enough for them to come back to Jackson County.
- For kids that are undecided about what they want to do beyond high school, if they are already students at JC by being dual enrolled, so it is not a huge transition when they graduate from high school. They don’t have to do a bunch of paperwork. That was already done for them in high school. So really they just have to register for classes and do their payment information. It is easier to go that route than start all over.
- JC has much improved upon getting transferable credits and accessibility. That goes back to the AP courses. Why not give it a 3?

- JC does not offer credit for AP Literature, which is one of the main courses, and I don't know why. So, kids don't take it if they're going to go to JC since it won't transfer.
- It says a lot for you to be doing these ownership linkage meetings, because if we're not a part of the same community it is not going to be as effective. JC is moving in the right direction, speaking of all the connections you have now with the K-12 schools, and it can only get better.
- Trustee Lake: This has been invaluable. I knew we had a relationship with you, but it is a wonderful relationship.
- I couldn't have said the positives that I have said 3 or 4 years ago. We were worried. We felt disconnected. But I can't say that anymore. The leadership that you have is good with people in the right spot.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:
<p>5.0 Items for Decision</p> <p style="padding-left: 20px;">5.1 Governance Process</p> <p style="padding-left: 40px;">5.1.1 By-Laws Revision</p> <p style="padding-left: 40px;">(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board)</p>
<p>Enclosed for consideration are the By-Laws. I am requesting a change to the By-Laws so that the February Board Meeting will be returned to the second Monday of the month, rather than that first week. You will recall that this change was initially made to accommodate the AACCC/ACCT NLS meeting in Washington, D.C. Additionally, I cleaned up language regarding remote participation, per State law, effective 01.01.22, and some general formatting adjustments.</p>
Resource Impact:
None
Requested Board Action:
Consideration and approval of the proposed By-Laws revisions.
Action Taken:
MOTION BY TRUSTEE PATTERSON AND TRUSTEE HEINS TO APPROVE THE BY-LAWS REVISIONS. MOTION PASSED UNANIMOUSLY.



Board By-Laws

Policy Type:	N/A
Title:	By-Laws
Date Adopted:	11.11.94
Version:	14.0
Review Cycle:	Annually
Last Reviewed:	01.10.22
Office Responsible:	President
Reviewing Committee:	Board of Trustees

Summary:

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

By-laws:

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

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

3. Duties of Officers:

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

4. Removal of Officers

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

5. Meetings

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

- a. **Regular Meeting Dates:** With the exception of February, July, and December, all meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. ~~The February board meeting will be held on the first Monday of the month.~~ No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the meeting.
- d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.
- e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating

circumstances, participation by conference call or other electronic communication ~~shall~~ may be permitted under the following circumstances:

- i. A quorum of the Board shall be physically present at the meeting location;
- ii. Electronic participation is pre-approved by the majority of the Board;

iii. Where a Board Member (or members) is unable to attend a meeting due to circumstances beyond his/her control; and;

iii.iv. Such remote participation is allowed by law.

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

All votes during a telephone conference call meeting, or through the utilization of other electronic communication, shall be taken by roll call. The physically absent Board Member must identify themselves verbally over the speaker system before each roll call vote.

Board members may not participate remotely in closed sessions.

- f. **Place of Meetings:** All Board meetings will be held within the College service area of Jackson, Lenawee and Hillsdale counties.
 - g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
 - h. **Meeting Time Limit:** The time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at adjourned or special meetings.
6. Other Electronic or Remote Communications:
Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions or matters which could result in a Board decision.

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

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

6. Committees of the Board:

a. Standing Committee – Audit:

The Board of Trustees shall have a standing Audit Committee. The Audit Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.

b. Standing Committee – Ownership-Linkage:

The Board of Trustees shall have a standing Ownership-Linkage Committee. The Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.

c. Special Committee(s):

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

7. Minutes of Proceedings:

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

b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.

c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.

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

8. Records Available:

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

9. Quorum:

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

10. Compensation and Expenses:

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

11. Transaction of Business:

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

12. Order of Business:

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

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Consideration of Member(s) Electronic Participation (as needed)
- 3.0 Declaration of Conflict of Interest
- 4.0 Adoption of Minutes
- 5.0 Ownership Linkage
- 6.0 Monitoring Board Performance
- 7.0 Items for Decision
- 8.0 Consent/Required Approvals Agenda
- 9.0 Monitoring CEO Performance
- 10.0 Information Requested by the Board
- 11.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 12.0 Meeting Content Review
- 13.0 Adjourn

13. Amendments:

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

14. Rules of Order:

The latest edition of *Robert's Rules of Order: Procedure for Small Boards* shall govern the board in its deliberations, except where it is inconsistent with these

by-laws or any applicable law. All members of the Board may vote on matters to be decided by the board unless excused by law.

15. Owner/Stakeholder Participation:

The Board of Trustees shall solicit the advice and counsel of Jackson County Citizens in their ownership capacity. Meetings of the Board of Trustees shall be open to the public. All owner/stakeholder communications to the Board of Trustees shall be addressed to the Board of Trustees.

Owner/Stakeholders who wish to present any matter of concern to the College shall make a written request using the speaker request form prior to the meeting. This shall be considered under the "Ownership Linkage" section of the Board's agenda. The Board may, in case of emergency, by majority vote, give visitors who have not presented a written request, an opportunity to present matters of concern to the Board. The Board Chairperson shall allot a visitor, at the appropriate time, not more than five minutes, unless the time is increased or decreased by a majority of the Board.

:

16. Conflict of Interest

All members of the Board shall disclose any direct or indirect interest they may have in any proposed contract with the district, or in any action or situation in which they have a direct or indirect conflict of interest.

- a. In the event of any duality of interest, or possible conflict of interest on the part of any governing Board Member, must so declare during the board meeting, and further, that member shall abstain from voting on those items wherein there is a conflict of interest.
- b. The foregoing requirement shall not prevent the governing Board Member from stating his or her position in the matter, nor from answering pertinent questions of any other Board Members, since his/her knowledge may be of assistance.

17. Governance Methodology:

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

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers

7/08/2013	4.0	Edits from President and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the President and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the President and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the President and Board	Chief of Staff
7/10/2017	8.0	Annual Review by President and Board	Chief of Staff
7/9/2018	9.0	Annual Review by President and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
<u>1/10/22</u>	<u>14.0</u>	<u>February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.</u>	<u>President & CEO</u>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.2 Policy Review GP-07.1 Audit Committee Terms of Reference <p style="text-align: center;">(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS – Communication & Support to the Board)</p>
<p>Enclosed for its regularly scheduled review is policy GP-07.01 Audit Committee Terms of Reference.</p> <p>At this time, I am not recommending any changes and have received none from members.</p>
Resource Impact:
None
Requested Board Action:
Consideration and approval of policy GP-07.1 Audit Committee Terms of Reference.
Action Taken:
Modifications to item 1 of the policy were discussed and will be brought back to the March 14th, 2022 Board meeting for a follow-up review.



Governance Process	Ends
Board-President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Audit Committee Terms of Reference

Policy Number: GP – 07.1

Date Adopted: 06/08/20

Version: 2.0

Date Last Reviewed: 1/11/21

Office Responsible: President's

Reviewing Committee: Board of Trustees

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

Committee Products

1. The Committee products are to support the Board's job, never to decide for the Board unless explicitly stated below:
 - 1.1. A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's financial reporting.
 - 1.1.1. Options for Board decision re: appointment, compensation and oversight of public accounting firm; designation of specific area(s), if any, of audit focus; and liaison with auditor on behalf of Board.
 - 1.1.2. Options for Board decision about the appointment, compensation and oversight of independent counsel or other advisors necessary to the Board in carrying out its audit duties.
 - 1.1.3. At the request of the Board, an opinion for the Board as to President compliance with criteria specified in Executive Limitations policies on internal controls [EL-5, items 4, 4.1 and 4.2]
 - 1.1.4. An opinion for the Board upon its request as to the President's compliance with criteria specified in Executive Limitations policies on data and information security [EL-5, item #9].
 - 1.1.5. An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
 - 1.1.6. An annual report to the Board highlighting the Committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
 - 1.2. Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies that affect the organization.

- 1.3. Current information for the Board on significant new developments in data and information security that affect the organization.
- 1.4. A self-monitoring report on the appropriateness of the Board's own spending, based on criteria in the Governance Process policy on Board expenses.
- 1.5. Options for Board decision re: capital projects outside the President's expenditure limits as identified in Executive Limitations on finance.

Committee Authority

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board holism.
 - 2.1. The Committee cannot change or contravene Board policies, or instruct the President or any other College staff member. (Requests for information, required in the conduct of its duties, should be made through the President).
 - 2.2. The Committee may not spend or commit organization funds, other than those specifically allocated by the Board.
 - 2.3. The Committee may use staff resource time normal for administrative support around meetings.
 - 2.4. The Committee may meet independently with the organization's external auditors.
 - 2.5. The Committee Chair has the authority to make any reasonable interpretation of this policy.

Committee Composition and Tenure

3. The Committee's composition shall enable it to function effectively and efficiently.
 - 3.1. The Committee shall be composed of not more than three Trustees.
 - 3.2. Members shall be appointed by the Board Chair for a three-year year term. Members will serve staggered terms. Membership on the Committee will be rotated among all Trustees.
 - 3.3. The Committee shall appoint a Committee Chair from among its members.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.11.21	2.0	Regular review – no changes	Chief of Staff

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:

5.0 Items for Decision

5.1 Governance Process

5.1.3 Policy Review GP-14 Handling Operational Complaints

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

Enclosed for its regularly scheduled review is policy GP-14 Handling Operational Complaints.

At this time, I am not recommending any changes and have received none from members.

Resource Impact:

None

Requested Board Action:

Consideration and approval of policy GP-14 Handling Operational Complaints.

Action Taken:

TRUSTEE HEINS MOTIONED TO APPROVE POLICY GP-14. MOTION PASSED UNANIMOUSLY.



Governance Process	Ends
Board-President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Handling Operational Complaints

Policy Number: GP – 14

Date Adopted: 06/08/20

Version: 1.0

Date Last Reviewed: 06/08/20

Office Responsible: President's

Reviewing Committee: Board of Trustees

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.

1. The Trustee shall inquire 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.
2. The Trustee shall not offer any evaluative comments or solutions.
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee shall 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.
4. The Trustee may ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
5. The Trustee shall inform the President of the complaint, and request that it be addressed.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
5.0 Items for Decision	5.2 Executive Limitations 5.2.1 JPEC Governor Term Renewals (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board)
<p>The Jackson Preparatory & Early College (JPEC) Board of Governors is recommending the re-appointment of Jonathan Williams to the JPEC Board of Governors.</p> <p>As the Authorizing Agent for JPEC, the JC Board of Trustees considers the formal appointment of new and continuing Governors. Enclosed is a resolution for your consideration.</p>	
Resource Impact:	
None	
Requested Board Action:	
Approval of the reappointment of Jonathan Williams to the Jackson Preparatory and Early College Board.	
Action Taken:	
MOTION BY VICE-CHAIRMAN CRIST TO APPROVE THE RE-APPOINTMENT OF JONATHAN WILLIAMS TO THE JPEC BOARD OF GOVERNORS. MOTION PASSED UNANIMOUSLY.	

REAPPOINTMENT OF JONATHAN WILLIAMS
TO THE JACKSON PREPARATORY & EARLY COLLEGE BOARD OF GOVERNERS

Recitals:

1. At its January 22, 2013 meeting, this board authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.
2. At its May 24, 2021 meeting, the Board of Governors of JPEC passed a resolution affirming their board shall be composed of no less than five (5) and no more than seven (7) members, and that their terms shall not exceed three years and that any new member's term of office shall not exceed three terms. The number of members on the board is currently set at five (5).
3. The term of Jonathan Williams, expired on December 31, 2021.
4. The JPEC Board of Governors and College President have recommended the reappointment of Jonathan Williams to a term that expires on December 31, 2024.

BE IT RESOLVED, that Jonathan Williams is reappointed to serve as members of the JPEC Board of Governors commencing on the date upon which the oath of public office is taken and filed with Jackson College and expiring on December 31, 2024.

REAPPOINTMENT OF JONATHAN WILLIAMS
TO THE JACKSON PREPARATORY & EARLY COLLEGE BOARD OF GOVERNERS

Recitals:

1. At its January 22, 2013 meeting, this board authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.
2. At its May 24, 2021 meeting, the Board of Governors of JPEC passed a resolution affirming their board shall be composed of no less than five (5) and no more than seven (7) members, and that their terms shall not exceed three years and that any new member's term of office shall not exceed three terms.
3. The term of Jonathan Williams, expired on December 31, 2021.
4. The JPEC Board of Governors and College President have recommended the reappointment of Jonathan Williams to a term that expires on December 31, 2024.

BE IT RESOLVED, that Jonathan Williams is reappointed to serve as members of the JPEC Board of Governors commencing on the date upon which the oath of public office is taken and filed with Jackson College and expiring on December 31, 2024.



2/14/2022

Chairman

Date

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:

5.0 Items for Decision

5.2 Executive Limitations

5.2.2 Consideration of JPEC Board Member Nomination

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

Enclosed for the Board's consideration is a draft resolution setting the number of members of the JPEC Board of Governors at five (5) and nominating John Macchia to serve as a member of the JPEC Board of Governors, filling the seat vacated by the resignation of Governor Zoe Wilcox.

Darrell Norris and I both visited Mr. Macchia at his plant and had a delightful interview. While there, he provided us with a great tour of his operations. We also used the occasion to discuss employment needs and specific skill requirements.

I recommend Mr. Macchia for your approval as a Governor of JPEC.

Resource Impact:

None

Requested Board Action:

Consideration and approval of the resolution and John Macchia's nomination.

Action Taken:

MOTION BY VICE-CHAIRMAN CRIST TO APPROVE THE JPEC BOARD MEMBER NOMINATION OF JOHN MACCHIA AND SETTING THE NUMBER OF MEMBERS OF THE JPEC BOARD OF GOVERNORS AT FIVE (5). MOTION FAILED.

MOTION BY TRUSTEE PATTERSON TO APPROVE THE JPEC BOARD MEMBER NOMINATION OF JOHN MACCHIA. MOTION PASSED UNANIMOUSLY.



JACKSON PREPARATORY & EARLY COLLEGE

Your Place. Your Purpose. Your Future.

Date: January 25, 2022

Board Meeting Date: January 24, 2022
Motion made by: David Halsey (Secretary)
Seconded by: Josnelly Aponte (Governor)
Vote: Yes (4) No (0)

To the Jackson College Board of Trustees:

It is our pleasure to nominate John Macchia to be part of the Jackson Preparatory & Early College Board of Governors. As a board, we all agree that Mr. Macchia will be an excellent addition to the JPEC Board of Governors. He brings many areas of expertise and has a passion to better our youth.

If you have any questions or concerns, please feel free to contact me at any time.

Thank you.

Sincerely,

A handwritten signature in blue ink that reads "Jonathon Marowelli". The signature is fluid and cursive.

Jonathon Marowelli
Interim-President
Jackson Preparatory & Early College

A handwritten signature in blue ink that reads "Jonathan Williams". The signature is fluid and cursive.

Jonathan Williams
Board Chairman
Jackson Preparatory & Early College

Board Member Nomination Letter

Final Audit Report

2022-01-26

Created:	2022-01-26
By:	Alex Elfe (alex.elfe@jacksonpec.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAApWBX-4q3McFvFnx9WQyCcM4siCUt1lg3

"Board Member Nomination Letter" History

-  Document created by Alex Elfe (alex.elfe@jacksonpec.org)
2022-01-26 - 2:51:56 PM GMT- IP address: 198.110.115.186
-  Document emailed to Jonathan Williams (williamsj@kellogg.edu) for signature
2022-01-26 - 2:52:30 PM GMT
-  Email viewed by Jonathan Williams (williamsj@kellogg.edu)
2022-01-26 - 6:55:05 PM GMT- IP address: 3.239.45.78
-  Document e-signed by Jonathan Williams (williamsj@kellogg.edu)
Signature Date: 2022-01-26 - 6:56:11 PM GMT - Time Source: server- IP address: 198.235.255.4
-  Agreement completed.
2022-01-26 - 6:56:11 PM GMT



JOHN MACCHIA, JR.

Chief Executive Officer

I've spent my entire life around precision machining--our family business. I started my formal career with Advance Turning & Manufacturing in 1985 and I spent the next decade learning every part of the business, from machining and quality control on the shop floor to administration and accounting in the front office. A deep understanding of the entire business and close ties to the shop helped me continue to build on the company's success when I took the helm as president in 1997. I've been a member of Jackson Area Manufacturers Association (JAMA), Jackson Career Center Advisory Board, Western School District Advisory Board, and continue to work with Western Schools. After a brief stint as both president and CEO of ATM in 2010, I now focus on guiding ATM's "big picture" strategic trajectory as CEO.

ESTABLISHING THE NUMBER OF GOVERNORS and
APPOINTMENT OF JOHN MACCHIA
TO THE JACKSON PREPARATORY & EARLY COLLEGE BOARD OF GOVERNERS

Recitals:

1. At its January 22, 2013, meeting, this board authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.
2. In accordance with the *Bylaws of Jackson Preparatory & Early College ("JPEC Bylaws")*, the number of positions on the JPEC Board of Governors shall not be less than five (5) and shall not be more than nine (9).
3. At its February 15, 2016 meeting, this board has adopted a policy, *The Academy Board of Directors Table of Staggered Terms and Appointments*, to provide for staggered terms and appointments for seven (7) members of the JPEC Board of Governors.
4. At its May 24, 2021 meeting, the Board of Governors of JPEC passed a resolution affirming their board shall be composed of no less than five (5) and no more than seven (7) members, and that their terms shall not exceed three years and that any new member's term of office shall not exceed three terms.
5. The JPEC Board of Governors and College President has recommended the appointment of Jon Macchia to fill a vacant position on the JPEC Board of Governors.
6. The JPEC Board of Governors and College President acknowledge that this recommendation is not inconsistent with *Article IV, Section 5* of the JPEC Bylaws.

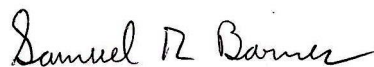
BE IT RESOLVED, That the number of members of the Board of Governors of JPEC shall be set at five (5) as of date of adoption of this resolution, and that John Macchia is appointed to serve as a member of the JPEC Board of Governors, filling the seat vacated by the resignation of Zoe Wilcox, commencing on the date upon which the oath of public office is taken and expiring on December 31, 2024.

ESTABLISHING THE NUMBER OF GOVERNORS and
APPOINTMENT OF JOHN MACCHIA
TO THE JACKSON PREPARATORY & EARLY COLLEGE BOARD OF GOVERNERS

Recitals:

1. At its January 22, 2013, meeting, this board authorized the issuance of a contract to charter a public school academy to Jackson Preparatory & Early College ("JPEC"). On September 10, 2013, the contract was effective.
2. In accordance with the *Bylaws of Jackson Preparatory & Early College* ("JPEC Bylaws"), the number of positions on the JPEC Board of Governors shall not be less than five (5) and shall not be more than nine (9).
3. At its February 15, 2016 meeting, this board has adopted a policy, *The Academy Board of Directors Table of Staggered Terms and Appointments*, to provide for staggered terms and appointments for seven (7) members of the JPEC Board of Governors.
4. At its May 24, 2021 meeting, the Board of Governors of JPEC passed a resolution affirming their board shall be composed of no less than five (5) and no more than seven (7) members, and that their terms shall not exceed three years and that any new member's term of office shall not exceed three terms.
5. The JPEC Board of Governors and College President has recommended the appointment of Jon Macchia to fill a vacant position on the JPEC Board of Governors.
6. The JPEC Board of Governors and College President acknowledge that this recommendation is not inconsistent with *Article IV, Section 5* of the JPEC Bylaws.

BE IT RESOLVED, That John Macchia is appointed to serve as a member of the JPEC Board of Governors, filling the seat vacated by the resignation of Zoe Wilcox, commencing on the date upon which the oath of public office is taken and expiring on December 31, 2024.



Chairman

2/14/2022

Date



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
5.0 Items for Decision 5.2 Executive Limitations 5.2.3 Distinguished Service Award Recipient	<p>(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board)</p>
Description:	
<p>This time has been set aside to allow for recommendations for the Board's Distinguished Service Award for 2022. Enclosed is a list of prior year recipients as a reference for you.</p>	
Resource Impact:	
None	
Requested Board Action:	
Discussion of Distinguished Service Award recipient for 2022.	
Action Taken:	
<p>President Phelan shared with the Board that Trustee Hoffman would like to recommend Kirk Mercer. President Phelan will also look back in his records for individuals previously recommended by the Board for consideration.</p>	

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

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

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

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

Richard Cowley

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

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

2007

George Potter

2008

R. Dale Moretz

Charles E. Anderson

2009

Dennis DaPra

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 and Bart Hawley

2018

Kirk Mercer

2019

Senator Mike Shirkey

2020

Evelyne Jones

Dr. Albert Krieger

2021

Greg O'Conner



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.2	Executive Limitations
5.2.4	Crockett Award Recipient
(BOARD POLICY: EXECUTIVE LIMITATIONS – 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 2022.</p> <p>Enclosed is a nomination letter for Mr. Christopher Simpson, along with a list of prior year recipients as a reference for you.</p>	
Resource Impact:	
None	
Requested Board Action:	
Discussion of Crockett Award recipient for 2022.	
Action Taken:	
MOTION BY VICE-CHAIRMAN CRIST TO APPROVE MR. CHRISTOPHER SIMPSON AS THE RECIPIENT OF THE BOARD'S CROCKETT AWARD FOR 2022. MOTION PASSED UNANIMOUSLY.	



JACKSON COLLEGE FOUNDATION

3000 Blake Road • Jackson, MI 49201 • 517.787.0244 • www.jccmi.edu/foundation

February 7, 2022

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

Dear Dr. Phelan:

At its January 25, 2022 Board Meeting, the Jackson College Foundation Board of Directors approved the nomination of Mr. Christopher Simpson as the 2022 recipient of the Ethelene Jones Crockett Distinguished Alumni Award. Christopher Simpson brings a distinguished record with decades of service to our country and community. Most recently, he was appointed Undersheriff of Jackson County in December 2020.

Born in Los Angeles and raised in Jackson, Undersheriff Simpson Graduated from Jackson High School in 1986. He then enlisted in the United States Army and served four years as an Infantryman. He later joined the Michigan Army National Guard and deployed to Iraq in 2003. Simpson served in the United Army for 30 years before retiring in 2015 a Command Sergeant Major (E-9).

In 1991, Simpson joined the Jackson Police Department as a cadet. He graduated from the Mid-Michigan Police Academy in 1992 and became a sworn Police Officer. He served many different assignments within the organization including Narcotics, School Liaison, Training Coordinator, Special Response Team, Honor Guard, and Major Crimes. He rose to the rank of lieutenant and was the division commander for patrol and support operations before retiring with 26 years of service at the Jackson Police Department in 2017.

Simpson attended Jackson College and graduated from Spring Arbor University with a B.A. in Business Organizational Development and a M.A. in Business Organizational Management. He also graduated from the FBI National Academy, Police School of Staff and Command, and New Chief School and Executive Leaders. He has attended and completed all levels of Military leadership training of Basic Leadership Course, Senior Leadership Course, First Sergeant Academy, and Command Sergeant Major Academy.

Simpson serves as an adjunct professor for Baker College and Siena Heights University. Additionally, Simpson has assisted Jackson College in leadership and professional development endeavors by speaking to specialty groups, student-led groups, town hall meetings, and classroom presentations.

In terms of community service, Simpson has served on executive boards for Domestic Violence Coordinating Council, Jackson Human Services Coordinating Alliance, Jackson YMCA, Jackson Community Foundation, Highfields, Jackson Chamber of Commerce, Jackson County NAACP (former 1st Vice President), Law Enforcement Executive Action Forum, Jackson Aware Shelter, Jackson Chamber of Commerce, Juneteenth and the Jackson College Foundation.

Simpson is routinely honored for his dedication to service. Some of his awards and recognition include:

- 25 military medals and numerous citations
- Jackson Police Term Awards, Meritorious Awards (3), Honor Guard, Field Training, Special Response Team, Unit citations (6), and the JNET Award
- Jackson County Prosecutor's Office "Officer of the Month"
- Jackson Chamber of Commerce Pat Carlton Community Leadership Award
- Jackson County NAACP leadership citations (3) as 1st Vice President
- All American Security Citizen of the Year Award
- Jackson's Women Negro Businessman of the Year Award
- Jackson Black Excellence Award recipient

Chris is married to Erica and has four children Ashley, Christopher II, Kendall and Serena and a grandson, Emory Allan.

The Foundation Board of Directors heartily recommend Mr. Christopher Simpson as the 2022 Ethelene Jones Crockett Distinguished Alumni Award and desire that this nomination be ratified by the Board of Trustees at their February 14, 2022 meeting.

Should you have any questions, please do not hesitate to contact me.

Warm regards,



Jason H. Valente
President

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.5 Presenters for Commencement (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board)
Description:
<p>Given the current health environment, and relative progress we are making within our community, state and nation, 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 for physically-distanced seating.</p> <p>This would occur on Saturday, April 30th, 2022. 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 9am and another at 12pm).</p> <p>Given this, I would ask for recommendations for Board of Trustee presenters at the 2022 ceremony for the following:</p> <ol style="list-style-type: none"> 1. Distinguished Service Award recipient for 2022 2. Crockett Award recipient for 2022
Resource Impact:
None
Requested Board Action:
Consideration of presenters for the 2022 graduation ceremony.
Action Taken:
<p>Discussion of the presenter of the Distinguished Award will be postponed until the recipient has been selected at the March Board meeting. Trustee Heins expressed his wish to present the 2022 Crockett Award to Mr. Christopher Simpson.</p>

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 14, 2022</p>



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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.2	Executive Limitations
5.2.6	EL-09 Organizational Culture Policy Review
(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS – Communication & Support to the Board)	
Description:	
Enclosed for your consideration is policy EL-09 Organizational Culture, and in particular my interpretation of the policy.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of approving or amending policy EL-09 Organizational Culture.	
Action Taken:	
MOTION BY TRUSTEE PATTERSON TO APPROVE THE CEO'S INTERPRETATIONS FOR POLICY EL-09 ORGANIZATIONAL CULTURE. MOTION PASSED UNANIMOUSLY.	



Jackson College Board of Trustees

MONITORING REPORT FOR EL – 09 Organization Culture DATE: 01.10.22

Board Policy is indicated in bold typeface throughout.

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

A handwritten signature in black ink, appearing to read "Daniel J. Phelan".

01.05.22

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

Date

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

STATEMENT RESPONSE:

I am happy to report that items 1 and 3 (below), which were in partial compliance last year, are both now in full compliance, together with item 2.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a Jackson College Code of Conduct and Ethics policy that is current and accessible to anyone.
- b) Notices from Safe Colleges, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95% have completed the training.

This interpretation is reasonable because it follows industry best practice and has built in controls to confirm training is completed.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

This interpretation is reasonable because there are mechanisms and processes in place to ensure employees and others can report confidentially.

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

I have fully interpreted this to fall within items 3.1 and 3.2.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers and human subjects

This interpretation is reasonable because it ensures a policy and guidelines are in place.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has an Institutional Review Board in place.
- b) Any proposed research in the monitoring period have been reviewed by the Institutional Review Board.

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.2	Executive Limitations
5.2.7	EL-07 Compensation & Benefits Policy Review
(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS – Communication & Support to the Board)	
Description:	
Enclosed for your consideration is policy EL-07 Compensation & Benefits, and in particular my interpretation of the policy.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of approving or amending policy EL-07 Compensation & Benefits.	
Action Taken:	
MOTION BY VICE-CHAIRMAN CRIST TO APPROVE THE CEO'S INTERPRETATIONS FOR POLICY EL-07 COMPENSATION AND BENEFITS. MOTION PASSED UNANIMOUSLY.	



Jackson College Board of Trustees

MONITORING REPORT FOR EL – 07 Compensation and Benefits DATE: 01.10.22

Board Policy is indicated in bold typeface throughout.

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

01.05.22

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

Date

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

INTERPRETATION:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) A salary schedule is prepared annually by the President and the Senior Vice President/COO. Salary schedules are established by the bargaining process with both unions.
- b) The salary schedules that have been established, have not been changed prior to this period's monitoring.

This is reasonable because internal verification is provided.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The President discusses and sets parameters with the Board of Trustees

This interpretation is reasonable because it includes the Trustees in the decision.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

5. Change retirement benefits such that the provision:

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

6. Promise or imply permanent or guaranteed employment.

I have fully interpreted this within 6.1 and 6.2.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:

- 6.0 Consent / Required Approvals Agenda
 - 6.1 Special License Application and Raffle License Application
- (BOARD POLICY):** EXECUTIVE LIMITATIONS – Asset Protection

Enclosed for your review are two (2) applications affiliated with the Sportsman's Banquet being held on March 20th, 2022 on Jackson College Central Campus in the Victor Cuiss Fieldhouse.

The first is a Special License Application requiring the Board's approval of the affiliated Resolution.

The second is a Raffle License Application requiring the signature of the Board's Chairman.

Resource Impact:

None

Requested Board Action:

Board's approval of the Special License Application Resolution, as well as the signature of the Board's Chairman on the Raffle License Application.

Action Taken:

MOTION BY VICE-CHAIRMAN CRIST THAT THE SPECIAL LICENSE APPLICATION AND RAFFLE LICENSE APPLICATION BE RECOMMENDED FOR ISSUANCE. MOTION PASSED UNANIMOUSLY.



Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Constitution Hall - 525 W. Allegan, Lansing, MI 48933
Mailing Address: P.O. Box 30005, Lansing, MI 48909
Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
Request ID: _____
(For MLCC Use Only)


Special License Application

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Part 1 - Applicant Organization Information

Applicant organization name: Jackson College		
Applicant address: 2111 Emmons Rd.		
City: Jackson	Zip Code: 49201	
Contact name: Rick Smith	Phone: 517-740-9301	Email: smithrichardt@jccmi.edu
Alternate contact name: Courtney Ivan	Phone: 814-823-3515	Email: civan@jccmi.edu
1. Has the applicant organization previously received a Special License? <input checked="" type="radio"/> Yes <input type="radio"/> No		Leave Blank - MLCC Use Only
If No, the applicant organization must submit documentary proof of its non-profit status (e.g. charter, bylaws, IRS tax exemption, Articles of Incorporation, etc.)		
2. Has the applicant organization been established for one (1) year or longer? <input checked="" type="radio"/> Yes <input type="radio"/> No		
Date the applicant organization was established (month/day/year): 01/01/1928		
3. Is the applicant organization a municipality? <input type="radio"/> Yes <input checked="" type="radio"/> No		

Part 2 - Event Information - For requests at more than one location, submit separate forms for each location.

Address of event location: 2111 Emmons Rd. Jackson, Michigan 49201	
City, township, or village where event will be held: Jackson	County: Jackson 
1. Will you submit your completed application at least ten (10) business days before your event? <i>It is strongly recommended that you submit the application as soon as you know the date of your event(s).</i> <input checked="" type="radio"/> Yes <input type="radio"/> No	
2. Do you have permission from the property owner of the location listed above to hold your event(s) on the date(s) listed below (see pages 2-3) at this location? <input checked="" type="radio"/> Yes <input type="radio"/> No	
3. Has the local law enforcement agency with primary jurisdiction over the event location approved this application for a Special License? (See Part 5 on Page 5) <input checked="" type="radio"/> Yes <input type="radio"/> No	
4. Is the event location within 500 feet of a church or school? If Yes, the church or school must consent to the event(s). (See Part 6 on Page 5) <input type="radio"/> Yes <input checked="" type="radio"/> No	
5. Is the event location outdoors or partially outdoors? <input type="radio"/> Yes <input checked="" type="radio"/> No	
If Yes, list the exact dimensions of the outdoor area: Submit a clear diagram of the outdoor service area with your application form.	
Width	Length
Describe type and height of the barrier that will be used to enclose the outdoor area: N.A.	
6. Describe type of security that will be used for event(s) and how it will be utilized to secure and monitor to prevent sales to minors and visibly intoxicated persons: We will have security at the event the whole time and will have another security officer walk through the event at given times of the event.	

7. Is the event location situated in or on state owned land, such as a state park or National Guard armory? ☐ Yes ☒ No
If Yes, attach a copy of your documentary proof of approval to use the state owned land.

8. Is there an existing liquor licensee issued at the event location, such as a Class C or Club license? ☐ Yes ☒ No
If Yes, the existing licensee must request to place its license in escrow during the event(s). (See Part 7 on Page 5)

9. Will the event(s) involve an auction of donated wine? ☐ Yes ☒ No
If Yes, please check "Wine Auction" for the applicable event date(s) on pages 2-3. Only donated wine may be auctioned under a Special License; beer and spirits cannot be auctioned. If you request a Special License for on-premises consumption **AND** for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.

10. Have you applied for or been issued a Temporary Marihuana Event License from the Marijuana Regulatory Agency (MRA) for the event(s)? ☐ Yes ☒ No

11. Is the event location in a Social District? ☐ Yes ☒ No
If Yes, you must obtain written confirmation from the local governmental unit that the Social District Permit holders will not sell or serve alcohol for consumption in the Social District during the time period of the event(s) pursuant to MCL 436.1551(3). Submit the written confirmation with this application.

12. The applicant organization may request up to twelve (12) Special Licenses total (one Special License per day) in a calendar year. Please complete the information below **for each individual date** for which you are requesting a Special License at this location. **If you are requesting Special Licenses for consecutive days, completely fill out a separate box for each date. If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

1	03/20/2022		Describe event being held: Annual Sportsman Banquet held in the Jackson College field house.
	Date		
	3pm	8pm	
	Start Time	End Time	
Special License will be used for: <input checked="" type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input checked="" type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input checked="" type="radio"/> No

2			Describe event being held:
	Date		
	Start Time	End Time	
Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

3			Describe event being held:
	Date		
	Start Time	End Time	
Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

4			Describe event being held:
	Date		
	Start Time	End Time	
Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

5			Describe event being held:
	Date		
	Start Time	End Time	
Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

6			Describe event being held:
	Date		
	Start Time	End Time	
Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction			
Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No			If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

12. Special license date information Continued from Page 2.

7			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

8			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

9			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

10			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

11			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

12			Describe event being held:	
	Date			
			Special License will be used for: <input type="checkbox"/> Beer & Wine Service <input type="checkbox"/> Beer, Wine, & Spirit Service <input type="checkbox"/> Wine Auction	
	Start Time	End Time	Is this date a Sunday? <input type="radio"/> Yes <input type="radio"/> No	If Yes, will alcohol be served between 7:00AM and 12:00 Noon? <input type="radio"/> Yes <input type="radio"/> No

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Part 3 - Special License Fees - Complete the Special License fee calculation on Page 4

For Organizations established less than one year or are municipalities - a \$50.00 Special License base fee for each separate, consecutive day of the event is required. If the event is held on a Sunday and spirits will be served after 12:00 Noon, an additional \$7.50 Sunday Sales Permit (P.M.) fee is required. In addition, if any alcoholic beverages, including beer, wine, and spirits, will be served between 7:00AM and 12:00 Noon, an additional \$160.00 Sunday Sales Permit (A.M.) fee is required. Sunday Sales Permit (A.M.) and/or Sunday Sales Permit (P.M.) fees will be required for each date that is a Sunday. **If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

For Organizations established one year or more - a \$25.00 Special License base fee for each separate, consecutive day of the event is required. If the event is held on a Sunday and spirits will be served after 12:00 Noon, an additional \$3.75 Sunday Sales Permit (P.M.) fee is required. In addition, if any alcoholic beverages, including beer, wine, and spirits, will be served between 7:00AM and 12:00 Noon, an additional \$160.00 Sunday Sales Permit (A.M.) fee is required. Sunday Sales Permit (A.M.) and/or Sunday Sales Permit (P.M.) fees will be required for each date that is a Sunday. **If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

The fees must be paid by check, bank or postal money order, or by credit card, using the attached Credit Card Authorization Form (LCC-300). Checks and money orders should be made payable to **State of Michigan**.

Part 3 Continued - Special License Fees Calculation

Special License Base Fee: <i>(per Special License requested)</i>		If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses. Make checks payable to: State of Michigan	<i>Leave Blank - MLCC Use Only</i>
x Number of Special Licenses:			
= Special License Fees: <i>MLCC Fee Code: 4008</i>			
+ Sunday Sales Permit (P.M.) Fees: <i>MLCC Fee Code: 4032</i>			
+ Sunday Sales Permit (A.M.) Fee: <i>MLCC Fee Code: 4033</i>			
= TOTAL FEES DUE:			

Part 4 - Signatures of Applicant Organization's Officers, Witnesses, and Notary

Pursuant to administrative rule R 436.575, the president and secretary of the organization making application shall sign the application and the signatures shall be notarized. Political candidates only need to sign the president section and have it notarized.

By signing below the applicant organization's officers attest that:

We certify that all profits from the sale of beer, wine and/or spirits or from a wine auction will go to the applicant organization and not to any individual. We further certify that any license issued by the Michigan Liquor Control Commission is a contract subject to suspension or revocation by the Commission, that there shall be no liability on the part of the State of Michigan, the Commission, or any of its officers or employees by reason of such suspension or revocation, and that the granting of the license does not create a vested right.

Under administrative rule R 436.1003, the licensee shall comply with all state and local building, plumbing, zoning, sanitation, and health laws, rules, and ordinances as determined by the state and local law enforcements officials who have jurisdiction over the licensee. Approval of this application by the Michigan Liquor Control Commission does not waive any of these requirements. The licensee must obtain all other required state and local licenses, permits, and approvals for this business before using this license for the sale of alcoholic liquor on the licensed premises.

We certify that the information contained in this form is true and accurate to the best of our knowledge and belief. We agree to comply with all requirements of the Michigan Liquor Control Code and Administrative Rules. We also understand that providing **false** or **fraudulent** information is a violation of the Liquor Control Code pursuant to MCL 436.2003.

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Dan Phelan (517)796-0800

Print Name and Phone Number of President

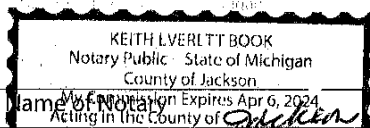
Signature of President

02.14.22
Date

Print Name of Notary

Signature of Notary

Date



Notary Public, State of Michigan, County of

Acting in the County of

My commission expires

Courtney Ivan (814)823-3515

Print Name and Phone Number of Secretary

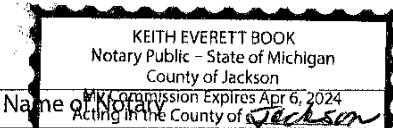
Signature of Secretary

2/11/22
Date

Print Name of Notary

Signature of Notary

Date



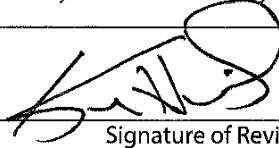
Notary Public, State of Michigan, County of

Acting in the County of

My commission expires

Part 5 - Local Law Enforcement Approval*

The local law enforcement agency with primary jurisdiction over the event location must complete this section.

Name of law enforcement agency: <u>Jackson County Sheriff</u>	
Name & title of reviewing officer: <u>Kevin Miller, Captain</u>	
Phone number of officer: <u>517.768.7966</u>	Email of officer: <u>kmiller@mi-jackson.org</u>
If event will be held on a Sunday, is the sale of alcohol from 7:00am to 12:00 Noon on Sunday allowed in this local governmental unit? <input checked="" type="radio"/> Yes <input type="radio"/> No	
If the event will be held on a Sunday, is the sale of alcohol after 12:00 Noon on Sunday allowed in this local governmental unit? <input checked="" type="radio"/> Yes <input type="radio"/> No	
I certify that I have reviewed the application of the applicant organization for a Special License and approve the issuance of a Special License by the Michigan Liquor Control Commission at the proposed event location.	
	
<div style="display: flex; justify-content: space-between;"> Signature of Reviewing Officer <u>2/1/22</u> Date </div>	

Part 6 - Church/School Consent (If Applicable)*

If the event location is located within 500 feet of a church or school, the applicant organization must obtain the consent of the church or school. A church or school within 500 feet of the event location may object based on such the sale of alcohol at the location adversely affecting the church or school's operations. If a proper objection is filed, the Commission shall hold a hearing to determine whether the granting of the application will adversely affect the operation of the church or school.

Name of church or school:	
Address of church or school:	
City:	Zip Code:
Phone number:	Email:
Name of clergy member or superintendent:	
I, the authorized representative of the above named church or school, state that the church or school has no objection to the issuance of a Special License to the applicant organization at its proposed event location.	
<div style="display: flex; justify-content: space-between;"> Signature of Clergy Member or Superintendent Date </div>	

***Please note: the Commission has the sole and only right to approve or deny this request for a Special License.**

Part 7 - Existing On-Premises Licensee Escrow Request (If Applicable)

If the event location is currently licensed with an on-premises license, the licensee must request that its license be placed into escrow for the date(s) and time(s) of the Special Licenses issued for use at the event location requested on this application. If the existing license would prefer to temporarily drop space from its licensed premises, it must submit a letter to the Commission requesting to drop space temporarily from its licensed premises during the event date(s) and time(s), accompanied by a diagram showing the area where the license will temporarily drop space from its licensed premises to accommodate the applicant organization.

Name of licensee:	Business ID Number:
Type of license held at this location (e.g. Class C, Club, Tavern, etc.):	
Phone number:	Email:
Name of authorized signer for licensee:	
I, the authorized signer, for the above named on-premises licensee, request that the licensee's licenses at this location be placed into escrow during the date(s) and time(s) specified for the Special Licenses issued for use at this location.	
<div style="display: flex; justify-content: space-between;"> Signature of Authorized Signer for Licensee Date </div>	



Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Constitution Hall - 525 W. Allegan, Lansing, MI 48933
Mailing Address: P.O. Box 30005, Lansing, MI 48909
Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
Request ID: _____
(For MLCC Use Only)

Certified Resolution of the Membership or Board of Directors Authorizing the Application for Special License

(Required under Administrative Rule R 436.576 - Not Required for Candidate Committee)

At a ☒ Regular ☐ Special meeting of the ☐ Membership ☒ Board of Directors

called to order by Chairman Sam Barnes on February 14, 2022 at 6:30 PM ET
(Date) (Time)

the following resolution was offered:

Moved by _____ and supported by _____

that the application from Jackson College
(Name of Organization)

for a Special License to serve alcohol on March 20, 2022
(Event Date or Dates)

to be located at Jackson College, Central Campus, Field House, 2111 Emmons Rd.
(Physical Address - Include Location Name, Street Address, City, State, & Zip Code) Jackson, MI 49201

It is the consensus of this body that the application be _____ for issuance.
(Recommended or Not Recommended)

Approval Vote Tally

Yeas: _____

Nays: _____

Absent: _____

Certification by Authorized Officer of Organization:

I hereby certify that the foregoing is true and is a complete copy of the resolution offered and adopted by the

☐ Membership ☒ Board of Directors at a ☒ Regular ☐ Special meeting held on February 14, 2022
(Date)

Print Name & Title of Authorized Officer

Signature of Authorized Officer

Date



Michigan Department of Licensing and Regulatory Affairs
 Liquor Control Commission (MLCC)
 Constitution Hall - 525 W. Allegan, Lansing, MI 48933
 Mailing Address: P.O. Box 30005, Lansing, MI 48909
 Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
 Request ID: _____
 (For MLCC Use Only)

Wine Auction Special License Wine Donation Record

List the name and address of each person that has donated wine to the applicant organization for the wine auction and list the brand(s) and quantity donated. The applicant organization shall not accept donations of wine from a business licensed by the Michigan Liquor Control Commission. An authorized officer of the applicant organization must sign this donation record form.

Applicant organization:			Wine auction date:
Donor Name	Donor Address	Wine Brand(s) Donated	Quantity Donated

Signature of Authorized Officer

I hereby certify that all persons listed above have donated wine to the applicant organization listed above for this wine auction, to be conducted pursuant to the Michigan Liquor Control Code, MCL 436.1527. The persons listed above have donated wine to the applicant organization as individuals and not for or on behalf of any retail or nonretail business licensed by the Michigan Liquor Control Commission.

 Print Name of Authorized Officer

 Signature of Authorized Officer

 Date



**Michigan Department of Licensing and Regulatory Affairs
Finance and Administrative Services
Revenue Services**

LARA Revenue Services is not a part of the Michigan Liquor Control Commission (see note below).

Credit Card Authorization Form

**** FAX COMPLETED FORM TO SECURE FAX LINE: 517-284-8557 ****

**** DO NOT EMAIL OR MAIL THIS FORM ****

Requests with credit card payments that are not faxed to the above secure fax line will be destroyed along with the credit card authorization in order to ensure the security of applicants' personal credit card numbers.

**** IF YOU ARE NOT SUBMITTING AN APPLICATION FORM WITH THIS CREDIT CARD AUTHORIZATION, YOU MUST PROVIDE AN ITEMIZATION OF THE FEES FOR WHICH YOU ARE SUBMITTING PAYMENT OR YOUR PAYMENT WILL NOT BE PROCESSED ****

Name on Card: _____

Payment Amount: _____

Billing Address: _____

Card Number: _____

City: _____ State: _____ Zip Code: _____

Check One:

Phone: _____

☐ MasterCard

☐ Visa

☐ Discover

Email: _____

Security Code/CVV Code: _____

Applicant/Licensee Name: _____ Request or Business ID #: _____

Expiration Date: _____

Payment is for: _____

Signature _____

IF YOU ARE NOT SUBMITTING AN APPLICATION FORM WITH THIS CREDIT CARD AUTHORIZATION, YOU MUST PROVIDE AN ITEMIZATION OF THE FEES FOR WHICH YOU ARE SUBMITTING PAYMENT OR YOUR PAYMENT WILL NOT BE PROCESSED.

Credit Card Payment Itemization:

Fee Type	Fee Amount	MLCC Fee Code
<input type="checkbox"/> Inspection Fee(s):	_____	4036
<input checked="" type="checkbox"/> Special License Fee(s):	_____	4008
<input type="checkbox"/> Temporary Authorization Fee:	_____	4037
<input type="checkbox"/> License Renewal Fee(s):	_____	4004
<input type="checkbox"/> Manufacturer License(s):	_____	4038
<input type="checkbox"/> Wholesaler License(s):	_____	4085
<input type="checkbox"/> New Retailer License(s):	_____	4012
<input type="checkbox"/> Transfer Retailer License(s):	_____	4034
<input type="checkbox"/> Conditional License	_____	4012
<input type="checkbox"/> New Add Bar <input type="checkbox"/> Transfer Add Bar:	_____	4012/4034
<input type="checkbox"/> Sunday Sales Permit (AM):	_____	4033
<input checked="" type="checkbox"/> Sunday Sales Permit (PM):	_____	4032
<input type="checkbox"/> Catering Permit:	_____	4031

LARA Revenue Services is not a part of the Michigan Liquor Control Commission (MLCC). Receipt of payment and application forms by LARA Revenue Services does not constitute receipt of an application by the MLCC. **Applications submitted through LARA Revenue Services may take up to two (2) additional business days to be received by the MLCC after receipt by LARA Revenue Services.**

For requests that require a timely receipt of an application by the MLCC to be processed, such as Special Licenses and temporary requests, please ensure that your application will be received in adequate time to be processed by the MLCC after the payment is received and processed by LARA Revenue Services.



Charitable Gaming Division
c/o Accounting
Box 30023, Lansing, MI 48909
OVERNIGHT DELIVERY:
101 E. Hillsdale, Lansing, MI 48933
(517) 335-5780
www.michigan.gov/cg

RAFFLE LICENSE APPLICATION

For Bureau Use Only


ALLOW 6 WEEKS FOR PROCESSING.
PLEASE PRINT OR TYPE IN BLUE OR BLACK INK.

QUALIFICATION INFORMATION	1. Organization Name Jackson College				2. Organization ID Number or Last License Number Issued	
	3. Organization Street Address 2111 Emmons Rd.		City Jackson	State MI	Zip Code 49201	
	Organization Mailing Address 2111 Emmons Rd.		City Jackson	State MI	Zip Code 49201	County 38 Jackson <input checked="" type="checkbox"/>
	4. Has your organization ever received a license such as bingo, millionaire party, raffle, charity game ticket, or numeral game? <input checked="" type="checkbox"/> Yes - Complete application and submit with the appropriate fee. <input type="checkbox"/> No - Please follow the instructions on the qualification guideline. If a guideline was not included or you do not understand it, contact our office at (517) 335-5780 to inquire as to what documentation must be submitted to qualify for licensing.					
SIGNATURE(S)	5. Is your organization a candidate committee, political committee, political party committee, ballot question committee, independent committee or any other committee as defined by, and organized pursuant to, the Michigan Campaign Finance Act 388 of the Public Acts of 1976, as amended, being sections 169.201 to 169.282 of the Michigan Compiled Laws? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			6. Has your organization received contributions or made expenditures of \$500 or more in the last calendar year for the purpose of influencing or attempting to influence the action of voters for or against the nomination or election of a candidate, or the qualification, passage, or defeat of a ballot question? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		

SIGNATURE(S)	7. Provide name, title, home address, and telephone numbers for the PRINCIPAL OFFICER, e.g., president, grand knight, worthy matron, etc., and the vice president or equivalent and one other officer of the organization. SIGNATURE OF PRINCIPAL OFFICER REQUIRED - OR - signatures of the vice president or equivalent and one other officer. NOTE: Executive director signature not acceptable.		
	Name and Title	Street, City, State, ZIP Code	Telephone Numbers
	Principal Officer Dr. Dan Phelan	2111 Emmons Rd.	Day (517) 796-0800
	Title Jackson, Mi. 49201		Evening
	Signature of Principal Officer 		Date 02.14.22
	- OR -		
	Name and Title	Street, City, State, ZIP Code	Telephone Numbers
	Vice President or Equivalent Jason Valente	3000 Blake Rd.	Day (517) 787-0244
	Title Vice President	Jackson, Mi. 49201	Evening
	Signature of Vice President or Equivalent 		Date 2/7/22
Name and Title	Street, City, State, ZIP Code	Telephone Numbers	
Other Officer		Day	
Title		Evening	
Signature of Other Officer		Date	
By signing above, I CERTIFY that I am at least 18 years of age, the organization applying is a NONPROFIT organization, I have examined this application and there is no misrepresentation or falsification in the information stated or attached, and the facts underlying our original qualification status remain unchanged. I FURTHER CERTIFY that I am aware that false or misleading statements will be cause for rejection of this application or revocation of the right to obtain any future licenses and I AM AWARE OF AND AGREE TO the conditions of Act 382 of the Public Acts of 1972, as amended, and the rules and directives of the Michigan Bureau of State Lottery.			

PLEASE COMPLETE THE BACK PAGE OF THIS APPLICATION
PLEASE MAKE A COPY OF THE COMPLETED APPLICATION FOR YOUR RECORDS



RAFFLE INFORMATION	8. Contact Person Rick Smith			9. Raffle Location (building name, if any) Victor Cuiss Fieldhouse		
	Mailing Address Where License Should Be Sent 2111 Emmons RD			Street Address 2111 Emmons Rd.		
	City Jackson	State MI	ZIP Code 49201	City Jackson		
	Telephone Number (Day) (517) 796-8592	Telephone Number (Evening) (517) 740-9301		ZIP Code 49201	County 38 Jackson	
	10. List name, home address, and telephone numbers of the person(s) in charge of raffle. Must be member for 6 months. If more than one chairperson, attach additional list.					
	Raffle Chairperson		Street, City, State, ZIP Code		Telephone Numbers	
	Name Rick Smith		2111 Emmons Rd.		Day (517) 796-8592	
			Jackson, Mi. 49201		Evening (517) 740-9301	
	11. If the total value of all prizes awarded in one day is \$500 or LESS , complete this section.					
	Drawing Date(s) and Time(s) (Must be between the hours of 8 a.m.-2 a.m.): Date _____ Time a.m. _____ to _____ p.m. Date _____ Time a.m. _____ to _____ a.m. Date _____ Time a.m. _____ to _____ a.m. <input type="checkbox"/> Check here if there are additional drawing dates and attach list.			License Fee: All drawing dates included on this application must be at the same location. \$15 for 1, 2, or 3 drawing dates plus \$5 for each additional drawing date. (Example: 1 drawing date = \$15 fee, 6 drawing dates = \$30 fee.) Enter the total number of small drawing dates. _____ <div style="border: 1px solid black; padding: 2px; display: inline-block;">\$15</div>		

LARGE	-OR- If the total value of all prizes awarded in one day is MORE than \$500, complete this section.					
	Drawing Date(s) and Time(s) (Must be between the hours of 8 a.m.-2 a.m.): Date 03/20/22 Time p.m. 3:00 to 7:00 p.m. Date _____ Time a.m. _____ to _____ a.m. <input type="checkbox"/> Check here if there are additional drawing dates and attach list.			License Fee: All drawing dates included on this application must be at the same location. \$50 x <u>1</u> = <div style="border: 1px solid black; padding: 2px; display: inline-block;">\$50</div> Number of Dates		

TICKET INFORMATION	12. Will you be conducting an in-house raffle ONLY where there is no presale of the raffle tickets before the occasion? If yes, there is no need to complete the raffle ticket below.		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
	13. Complete the boxes below in ink; ensure the ticket is printed with all of the required items. See Raffle Rule 506.			
	<input type="checkbox"/> Indicate any additional information that will appear on the actual tickets.			
	RAFFLE <div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Sportsman Banquet Name of Licensee </div>		001 Ticket #	001 Ticket #
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">3/20/22</div> Drawing Date(s)	<div style="border: 1px solid black; padding: 2px; display: inline-block;">3:00-7:00 p.m.</div> Drawing Time(s)	Purchaser's Name _____ Purchaser's Address _____ Purchaser's Phone # _____	
	Prizes <div style="border: 1px solid black; padding: 5px; margin: 5px auto; width: 80%;"> 50% of Gross 50/50 First Prize * </div>			
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Second Prize (if applicable)</div>			
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Third Prize (if applicable)</div>			
	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Minimum 50/50 Prize (if applicable)</div>			
	<div style="border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Victor Cuiss Fieldhouse Raffle Location </div>		<div style="border: 1px solid black; padding: 2px; display: inline-block;">1.00 per</div> Ticket Price	
		(to be added when issued) License Number		
* For large prizes, you may want to include a disclaimer that states "If xxx (indicate number) tickets are not sold, the drawing will revert to a 50/50 raffle with the minimum prize of \$xxx (indicate dollar amount) awarded."				

Make checks payable to: STATE OF MICHIGAN

Submit completed application, supporting documents, and license fee to:
 Charitable Gaming Division, c/o Accounting, Box 30023, Lansing, MI 48909
OVERNIGHT DELIVERY: 101 E. Hillsdale, Lansing, MI 48933

[illegible]

Click on above box to return to previous page.

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BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.1 Compliance Updates

7.1.1 Compliance Update: E-01 Board Ends

(**BOARD POLICY:** BOARD-CEO DELEGATION – Monitoring President Performance)

Enclosed for your review is one item of evidence previously unavailable during the November 8, 2021 monitoring of policy E-01. With this evidence, I resubmit the monitoring report for your consideration as now fully compliant.

I am happy to answer any questions you have about the additional evidence provided.

Resource Impact:

None

Requested Board Action:

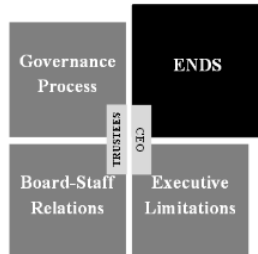
Board consideration of, and agreement with the evidence, and thus the monitoring report, with my policy compliance.

Action Taken:

MOTION BY TRUSTEE HEINS TO ACCEPT THE CEO'S INTERPRETATIONS FOR POLICY E-01 BOARD ENDS AND TO ACCEPT THE MONITORING REPORT FOR POLICY E-01 BOARD ENDS AS FULLY COMPLIANT.
 MOTION PASSED UNANIMOUSLY.



Policy Governance Domains

**BOARD OF TRUSTEES POLICY****Policy Type:** Ends**Policy Title:** Board Ends**Policy Number:** E-01, Item 1**Date Adopted:** 8/12/19**Version:** 1.0**Date Last Reviewed:** 11/8/21**Office Responsible:** President's**Reviewing Committee:** Board of Trustees**1. An increasing number of students complete degrees and obtain industry recognized credentials of value in the workplace.****(Eliminating an increasing number)****INTERPRETATION:**

The Board has interpreted "students complete degrees and obtain industry recognized credentials of value in the workplace" in 1.1. Achievement of this along with the following will demonstrate achievement of this End:

- a) The percentage of students who successfully complete degrees in a 2 year period.
- b) Three, four, five, and six year success ratings of students who complete degrees in 2 years

This is reasonable because it shows how quickly students are able to complete a credential from Jackson College, as well as the percentage that are able to complete the program in the intended two years which helps them realize the benefit of lower cost of education in a community college.

EVIDENCE:

- a) In the 2020-2021, 684 total students (unduplicated) received an academic award.. The chart below shows our past 3 cohorts of incoming students and their 2-year success rating. We are seeing a decline in the number of incoming students, but are showing a positive trend on the number of students who complete in a 2-year period.

Sector Entry Year	Adjusted State Cohort	2- Year Success Rate
2016-17	1,934	15.2%
2017-18	1,884	17.8%
2018-19	1,540	17.8%

b)

Sector Entry Year	Adjusted 3 - Year State Cohort	3 – Year Success Data	Adjusted 4 – Year State Cohort	4 – Year Success Data
2016-17	1,901	29.4%	1735	34.5%
2017-18	1,662	26.1%	NA	NA
2018-19	NA	NA	NA	NA


BOARD OF TRUSTEES MEETING
Action & Information Report

Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.2 Regularly Scheduled CEO Performance Monitoring

7.2.1 2022 Monitoring: EL-09 Organizational Culture

(BOARD POLICY: BOARD-CEO DELEGATION – Monitoring President Performance)

Enclosed for your review is the 2022 Monitoring Report for EL-09 Organizational Culture. You will note that the report indicates full compliance, as all previous items noted as incomplete in January 2021, are now included.

I am happy to answer any questions you have about the report.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

MOTION BY VICE-CHAIRMAN TO ACCEPT THE MONITORING REPORT FOR POLICY EL-09 ORGANIZATIONAL CULTURE AS FULLY COMPLIANT.
 MOTION PASSED UNANIMOUSLY.



Jackson College Board of Trustees

MONITORING REPORT FOR EL – 09 Organization Culture DATE: 01.10.22

Board Policy is indicated in bold typeface throughout.

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

01.05.22

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

Date

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

STATEMENT RESPONSE:

I am happy to report that items 1 and 3 (below), which were in partial compliance last year, are both now in full compliance, together with item 2.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a Jackson College Code of Conduct and Ethics policy that is current and accessible to anyone.
- b) Notices from Safe Colleges, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95% have completed the training.

This interpretation is reasonable because it follows industry best practice and has built in controls to confirm training is completed.

EVIDENCE:

- a) The College has a Code of Conduct and Ethical Practices policy (see Administrative Policy #3170).
- b) On 12/7/21, the HR Consultant/Title IX Investigator confirmed 99.3% of employees completed the required Code of Conduct and Ethical Practices self-paced training program.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

This interpretation is reasonable because there are mechanisms and processes in place to ensure employees and others can report confidentially.

EVIDENCE:

- a) Our current confidential 411 Tip Line is the mechanism and the College Attorney would investigate the tip as the employee of the board.
- b) The College currently has a 411 confidential reporting mechanism in place that allows for anonymous tips. The College has promoted this tool to our employees on the College's web site and in the employee newsletter.

- c) We have trained investigators and would request that legal counsel appoint an external investigator. We currently have an updated nepotism policy.
- d) The notification process is under code of conduct, values and beliefs statement and employees will be held accountable under the labor agreement, which is a legal and binding document that includes progressive discipline for actions, including and up to termination.
- e) College employees would reach out to their union rep, MEA Rep or file a complaint with the Federal Whistleblower Hotline.

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

I have fully interpreted this to fall within items 3.1 and 3.2.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers and human subjects

This interpretation is reasonable because it ensures a policy and guidelines are in place.

EVIDENCE:

- a) The College Senior Vice President on 12.17.21 confirmed that the College has an Institutional Review Board (IRB) policy for this work.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has an Institutional Review Board in place.
- b) Any proposed research in the monitoring period have been reviewed by the Institutional Review Board.

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

EVIDENCE:

- a) The College has established an Institutional Review Board, as noted previously.

- b) The one research project that was proposed in the monitoring period was reviewed and approved by the Institutional Review Board: Project began in May 2021 by a PhD Graduate student on the “Late starts and the effects on Student Services: A Concurrent, Triangulation Mixed Methods Study”. Note: The Final study is not yet complete.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

- 7.0 Monitoring CEO Performance
 - 7.2 Regularly Scheduled CEO Performance Monitoring
 - 7.2.2 2022 Monitoring: EL-07 Compensation & Benefits
- (**BOARD POLICY:** BOARD-CEO DELEGATION – Monitoring President Performance)

Enclosed for your review is the 2022 Monitoring Report for EL-07 Compensation & Benefits. You will note that the report indicates full compliance.

I am happy to answer any questions you have about the report.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

MOTION BY TRUSTEE HEINS TO ACCEPT THE MONITORING REPORT FOR POLICY EL-07 COMPENSATION AND BENEFITS AS FULLY COMPLIANT.
 MOTION PASSED UNANIMOUSLY.



Jackson College Board of Trustees

MONITORING REPORT FOR EL – 07 Compensation and Benefits DATE: 01.10.22

Board Policy is indicated in bold typeface throughout.

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

01.05.22

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

Date

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

INTERPRETATION:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

EVIDENCE:

- a) On December 16, 2021, the Vice President of Finance and Chief Financial Officer verified that the gross pay that the President has received, as compensation, as well as associated retirement and benefits, as contracted since the last contract review in September 2021, is the amount listed in the Amendment to the President's Employment Agreement, dated August 13, 2020.
- b) On December 16, 2021, the Vice President of Finance confirmed that the President's ordinary and necessary expenses, which have been reimbursed by the College, match his employment contract.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The Senior Vice President confirmed on December 16, 2021 that an employee comparison was completed in March 2021.
- b) The Senior Vice President confirmed that herself, the Director of Human Resources and the Benefits Manager, are all current members of Michigan Community College Human Resource Association (MCCHRA).
- c) On December 16, 2021, the Senior Vice President confirmed that this review was held.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) A salary schedule is prepared annually by the President and the Senior Vice President/COO. Salary schedules are established by the bargaining process with both unions.

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

This is reasonable because internal verification is provided.

EVIDENCE:

- a) On December 16, 2021, the Senior Vice President/Chief Operating Officer confirmed that salary schedules have been established as part of the bargaining process with both unions.
- b) On December 16, 2021, the Senior Vice President/Chief Operating Officer confirmed that no salary schedules have been or changed materially prior to monitoring for this period.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On June 14, 2021, the College Controller confirmed that all union employees were paid consistently, as per the last bargaining agreement, which is effective July 9, 2018 thru June 30, 2021. A two-year contract extension was granted by the JCESP union on June 30, 2021.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The President discusses and sets parameters with the Board of Trustees

This interpretation is reasonable because it includes the Trustees in the decision.

EVIDENCE:

- a) There was no collective bargaining during this monitoring period.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) There have not been any negotiations in this period of monitoring.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On December 16, 2021, the Vice President of Finance confirmed that the compensation and benefits agreed to within the letters of appointment for administration and obligations created under union agreements do not exceed the forecasted budget.

5. Change retirement benefits such that the provision:

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On December 16, 2021, the Senior Vice President confirmed no new retirement benefits have been implemented during this monitoring period.

6. Promise or imply permanent or guaranteed employment.

I have fully interpreted this within 6.1 and 6.2.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On December 16, 2021, the Senior Vice President/Chief Operating Officer confirmed all letters of appointment for salaried employees are issued for a one-year time period.
- b) No members of Executive Administration have been issued a two-year letter of agreement, rather only one-year letters of agreement for this monitoring period.


BOARD OF TRUSTEES MEETING
Action & Information Report

Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.2 Regularly Scheduled CEO Performance Monitoring

7.2.3 2022 Monitoring: EL-10 Access to Education

(BOARD POLICY: BOARD-CEO DELEGATION – Monitoring President Performance)

Enclosed for your review is the 2022 Monitoring Report for EL-10 Access to Education. You will note that the report indicates full compliance.

I am happy to answer any questions you have about the report.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

MOTION BY TRUSTEE PATTERSON TO ACCEPT THE MONITORING REPORT FOR POLICY EL-10 ACCESS TO EDUCATION AS FULLY COMPLIANT. MOTION PASSED UNANIMOUSLY.



Jackson College Board of Trustees

Monitoring Report: EL – 10 Access to Education

Report Date: 02.14.22

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.

02.09.22

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

Date

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

- a) Billing contact hours have been forecasted;

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

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

EVIDENCE:

- a) On 01.21.22, the CFO confirmed that, as part of the annual budget planning process for FY '22, a review of billing contact hour trends was completed to forecasted enrollment. The College's annual operating budget book is available [online](#).
- b) On 01.21.22, the CFO confirmed that, as part of the annual budget planning process for FY '22, estimated state appropriations were contemplated. The College's annual operating budget book is available [online](#).
- c) On 01.21.22, the CFO confirmed that the financial contract requirements of both unions were considered during the FY '22 budget planning process. The College's annual operating budget book is available [online](#).
- d) On 01.21.22, the CFO confirmed that projected costs for major strategic initiatives were estimated as part of the FY '21 budget planning process. The College's annual operating budget book is available [online](#).
- e) On 01.21.22, the CFO confirmed that projected expenses/overhead were considered as part of the FY '22 budget planning process. The College's annual operating budget book is available [online](#).
- f) On 01.21.22, the CFO confirmed that, as part of the FY '22 budget planning process, a review of Michigan Community College peer group (i.e., ACS Group 2: Jackson, Kellogg, Lake Michigan, Muskegon, Northwestern, and St. Clair) community college tuition and fee rates were contemplated. The College's annual operating budget book is available [online](#).

2. Allow students and potential students to be without timely notice of future tuition and fee increases.

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On 01.21.22, the College CFO confirmed that the following process is in place for communicating new tuition rates and fees following Board approval each year:
- Providing the Marketing Department with the updates for the College website, and verification that these values are correct;
 - Communication is/was made to Student Services staff with the new rates so as to use for 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;
 - College Board of Trustees' 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 College programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a policy in place to recognize and award prior learning opportunities for students.
- 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 recognition of learning outside of the College's own instructional programs.

EVIDENCE:

- a) On 01.21.22, the Provost confirmed that the College's Credit for Prior Learning (CLP) policy is up to date. This policy was last reviewed on 03.23.21 and is reviewed biennially. This policy is accessible online at <https://www.jccmi.edu/wp-content/uploads/1042.pdf>. Additionally, the college offers a credit by exam option for students to participate in. This policy was last reviewed on 03.23.21 and is reviewed biennially. This policy is accessible online at <https://www.jccmi.edu/wp-content/uploads/1012.pdf>
- b) On 01.21.22, the Provost confirmed that the College's Transfer Credit Evaluation policy will be reviewed and updated by Academic Council on 02.14.22 and by Leadership Council, 02.16.22. This policy was last reviewed on 03.06.19 and is reviewed biennially. This policy is accessible online at <https://www.jccmi.edu/wp-content/uploads/2819.pdf>

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 programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides services in place for students with disabilities to ensure they have opportunity for academic success.
- b) The College provides clear communication to students how they can receive financial aid assistance.

This interpretation is reasonable because it ensures support services and information is available to keep students from having barriers.

EVIDENCE:

- a) The College operates a Center for Student Success, housed in Walker Hall on the Central Campus, that 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 01.24.22, the Provost 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 or to obtain the instructional hours required to complete their course of studies.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student to be academically/instructionally stranded.
- b) Students are placed in 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.

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

EVIDENCE:

- a) On 01.21.22, the Provost 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.
- b) On 01.21.22, the Provost confirmed that the policy MilitaryWithdrawal due to Orders is up to date and accessible online at:
<https://www.jccmi.edu/wp-content/uploads/3115.pdf>. The college also has a military leave due to orders policy. It is up to date and accessible online at: <https://www.jccmi.edu/wp-content/uploads/3114.pdf>.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.3 Quarterly CEO Compliance Review

(**BOARD POLICY:** BOARD-CEO DELEGATION – Monitoring President Performance)

Enclosed is a report that provides an update on the monitoring reports presented to the Board thus far, with the compliance status noted, as well as when compliance is expected. I look forward to addressing any questions you may have.

Resource Impact:

None

Requested Board Action:

Discussion surrounding the President's quarterly compliance review.

Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
E – 01 Board Ends	11.8.21	No Partial	Item 1: Students complete degrees and obtain industry recognized credentials of value in the workplace.	Unavailable data to be provided at a later board meeting. Provost to have data by 11/22/21.	1.10.22 / 2.14.22	There is no data for three-, four-, five- and six-year success ratings for this monitoring period.	Partially Compliant 11.8.21
EL – 00 General Executive Constraint	To be first monitored 4.11.22, with a potential follow-up 9.12.22					No capacity for monitoring as scheduled in September 2021.	
EL – 01 Treatment of Students	10.12.20	Yes	n/a	n/a	n/a	n/a	Compliant 10.12.20
EL – 02 Treatment of Staff	To be first monitored 4.11.22, with a potential follow-up 9.12.22					No capacity for monitoring as scheduled in September 2021.	



President/CEO Monitoring Report Compliance

Jackson College

EL – 03 Planning	9.13.21	Yes	n/a	n/a	n/a	n/a	Compliant 9.13.21
EL – 04 Financial Conditions & Activities	11.9.20	No Partial	Item 6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.	120 days	We received word from the state on 1/7/21 that they will be refunding us for our fine.		Compliant 11.9.20
EL – 05 Asset Protection	10.11.21	No Partial	Item 2: Interpretation needed. Item 3: Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance. Item 5.1: Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel. Item 7.3: Make any purchase without a stringent method of assuring the: 1) long-term quality 2) cost; 3) Without consideration of the financial support provided to the	Unavailable data to be provided at a later board meeting.	Item 2 interpretation provided 11.8.21.	Just waiting to get systems in place. As in the past, once these systems are established, CEO will follow- up with the board with a complete compliance report.	Partially Compliant 10.11.21



President/CEO Monitoring Report Compliance

Jackson College

			<p>College by a bidder, and 4) Local vendor preference.</p> <p>Item 7.4: Allow minority, women and veteran vendors to be without information critical to their receiving equitable consideration in competitive bidding,</p> <p>Item 9.1: Allow non-adherence to guidelines required for required institutional and desired supplemental program accreditations.</p> <p>Item 9.3: Publicly position the College in support of, or opposition to, any political party or candidate for public office.</p> <p>Item 10.4: Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.</p>				
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President/CEO Monitoring Report Compliance

Jackson College

EL – 06 Investments	5.10.21	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.21
EL – 07 Compensation and Benefits	1.10.22 / 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 1.11.21
EL – 08 Communication & Support to the Board	11.9.20	Yes	n/a	n/a	n/a	n/a	Compliant 11.9.20
EL – 09 Organization Culture	1.11.21	No Partial	Item 1. Operate without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees. Item 3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy. Item 3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.	90 days	1.10.22 / 2.14.22		Partially compliant 1.11.21



President/CEO Monitoring Report Compliance

Jackson College

			Items 3.2. Permit research that has not been subject to independent ethical review.				
EL – 10 Access to Education	2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.1.21
EL – 11 Entrepreneurial Activity	3.8.21	Yes	n/a	n/a	n/a	n/a	Compliant 3.8.21
EL – 12 Land Use	4.12.21	No Partial	Item 1: Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.	Infrastructure plan anticipated completion date by the end of 2021. Master plan anticipated to begin in FY -23.			Partially Compliant 4.12.21



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:

8.0 Monitoring Board Performance

8.1 GP-07.1 Audit Committee Terms of Reference

(**BOARD POLICY:** GOVERNANCE PROCESS – Governing Style)

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies at the time they are reviewed.

The intention is effort to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion at the meeting will consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

Resource Impact:

None

Requested Board Action:

Review of the results to determine compliance with policy statements and any changes that might be needed.

Action Taken:

Full compliance was mutual agreed upon.



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-07.1 AUDIT COMMITTEE TERMS OF REFERENCE DATE: 02.14.22

1. *Number of Response: 6*
2. *Policy opening statement:*

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Full presentation of audit with the ability to question the Principals in session.”*

4. **Committee Products:**

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *"Results are reported in summary form to the Board with the option to review the full audit."*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *"Meeting in open session with full disclosure."*

8. *Committee Products (continued):*

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Reviewed on a regular contractual basis to maintain or change principals.”*

10. *Committee Products (continued):*

1.1.2 Options for Board decision about the appointment, compensation and oversight of independent counsel or other advisors necessary to the Board in carrying out its audit duties.

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Unless gross malfeasance is discovered options are available at the end of each contractual period.”*

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

1.1.3 At the request of the Board, an opinion for the Board as to President compliance with criteria specified in Executive Limitations policies on internal controls [EL-5, items 4, 4.1 and 4.2].

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“This was a specific problem this last audit period. An incident occurred requiring review and modification To correct.”*

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

1.1.4 An opinion for the Board upon its request as to the President’s compliance with criteria specified in Executive Limitations policies on data and information security [EL-5, item #9].

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“No specific occurrence required to address.”*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Provided in letter format to the full Board.”*

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

1.1.6 An annual report to the Board highlighting the Committee’s review of the audited financial statements and any other significant information.

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Presentation by Principal at the following Board meeting with appropriate time for questions from the full board.”*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Presented in our committee meeting notes with full explanations by Principal with time allowed for questions.”*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“When an incident arises within the time frame of the audit.”*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Also done at the time of budget review.”*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“None recently.”*

28. **Committee Authority:**

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *"Full report to the full Board."*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *No reponses.*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- No responses.

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- No responses.

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *“Regular procedure.”*

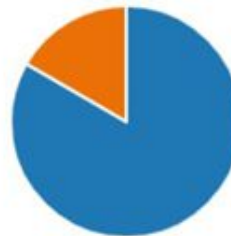
38. **Committee Authority (continued):**

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

Have we acted consistently with this item of policy?

[More Details](#)

Always	5
Most of the time	1
Some of the time	0
Rarely	0
Never	0



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

- *No responses.*

40. **Committee Composition and Tenure:**

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *"We always try to have a member familiar with accounting practices attend."*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

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



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

- *"So it is now."*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

Always	4
Most of the time	2
Some of the time	0
Rarely	0
Never	0



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

- *"This is my third term in the last 20 years so Yes."*
- *"Except for the Chair who has served in that capacity for over a decade."*

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

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

Have we acted consistently with this item of policy?

[More Details](#)

Always	3
Most of the time	1
Some of the time	2
Rarely	0
Never	0



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

- *"I participated in the vote."*
- *"I think the Chair is appointed by the Board Chair during a regular board meeting."*

48. **Other Board Comments:**

- *"I like the new format. Which the old format I had to run a copy and then fill in the answers by had and send them in."*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022

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

Subject to be Discussed and Policy Reference:	
8.0	Monitoring Board Performance
8.2	GP-14 Handling Operational Complaints
	(<u>BOARD POLICY:</u> GOVERNANCE PROCESS – Governing Style)
<p>As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies at the time they are reviewed.</p> <p>The intention is effort to assist members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board discussion at the meeting will consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.</p> <p>Enclosed are the results to help guide the board's discussion.</p>	
Resource Impact:	
	None
Requested Board Action:	
	Review of the results to determine compliance with policy statements and any changes that might be needed.
Action Taken:	
	Full compliance was mutually agreed upon.



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-14 HANDLING OPERATIONAL COMPLAINTS DATE: 02.14.22

1. *Number of Response: 6*
2. *Opening Statement & Policy Item 1:*

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.

1. 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?

[More Details](#)

Always	3
Most of the time	3
Some of the time	0
Rarely	0
Never	0



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

- *"I personally have been involved in many such situations and found the process works very well."*
- *"Unless there is gross negligence at which time I may take other action."*
- *"How would we actually know if all trustees are following this protocol? I think we can only speak for ourselves in this matter."*

4. **Policy Item 2:**

2. 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?

[More Details](#)

● Always	3
● Most of the time	3
● Some of the time	0
● Rarely	0
● Never	0



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

- *"I don't grade or comment on the complaint ,only offer help to direct concern to the appropriate staff."*
- *"Again, we can only speak for ourselves and not others, so I'm not sure what other trustees are doing...I would imagine protocol is being followed..."*

6. **Policy Item 3:**

3. 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?

[More Details](#)

Always	4
Most of the time	2
Some of the time	0
Rarely	0
Never	0



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

- *"I have followed that specific pathway several times in the past."*

8. **Policy Item 4:**

4. 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?

[More Details](#)

Always	4
Most of the time	2
Some of the time	0
Rarely	0
Never	0



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

- *"Yes, I have done that also but given the complainant no comment other than I will check with the proper Administrator for you."*

10. **Policy Item 5:**

5. The Trustee shall inform the President of the complaint, and request that it be addressed.

Have we acted consistently with this item of policy?

[More Details](#)

Always	5
Most of the time	1
Some of the time	0
Rarely	0
Never	0



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

- “Always.”

12. **Other Board Comments:**

- “Following this policy outline works well as i have had to use it multiple times in my 30 years of activity At the school.”

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: November 8, 2021</p>
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.1 December 2021 Financial and Auxiliary Reports</p> <p>(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities)</p>
<p>For the Board's review is the December 2021 Financial Report. The memo includes the required variances. You will notice on the income statement two new transfer lines. One for deferred maintenance and life safety and the other is for the Jets Store. We also added to the statement of Changes in Fund Balance Building and Site Fund reporting for the use of the deferred maintenance and life safety funds.</p> <p>The December 2021 Auxiliary Reports are attached here for the Board's reference as well.</p> <p>I am happy to answer any questions you may have.</p>
Resource Impact:
None
Requested Board Action:
Review of the December 2021 Financial and Auxiliary Reports.
Action Taken:



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
December 31, 2021

Jackson College
Memo From Darrell Norris, Vice President of Finance
For the December 31, 2021 Financial Report

Following is the December 31, 2021 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

Note: Budgeted amounts reflect the 2021-2022 Budget as adopted at the June 2021 Board of Trustees meeting.

Revenues

- **Tuition and fees** - Favorable to budget, 21/FL enrollment was higher than projected.
- **Housing** - Unfavorable to budget as occupancy was lower than expected due to continued social distancing considerations.
- **Contract training** - Favorable to budget, due to a conservative budget related to COVID-19 uncertainties.
- **Potter Center** - Unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Hospitality** - Unfavorable to budget, this is a new revenue stream for the College and we anticipate this to gain traction once on campus activity increases.
- **Miscellaneous** - Unfavorable to budget, due to the budget for bookstore commissions being approved prior to the College bringing the bookstore in house.
- **Transfers** - Favorable to budget, due to a conservative budget.
- **Transfers Federal grant funds** - Unbudgeted revenue, this Federal HEERF monies being used to offset lost housing revenue.

Expenses

- **Wages** - Favorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Retirement** - Favorable to budget, it is too early in the fiscal year to tell if this trend will continue.
- **Benefits** - unfavorable to budget, it is too early in the fiscal year to tell if this trend will continue.

Jackson College
Memo From Darrell Norris, Vice President of Finance
For the December 31, 2021 Financial Report

- **Services** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Materials** - Unfavorable to budget due to timing of several IT software and licensing purchases that require larger upfront payments. We anticipate this variance to diminish over the fiscal year.
- **Rent, utilities, insurance** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Other operating costs** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Capital Equipment** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.

Other Notes

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At December 31, 2021 interest revenues have exceeded \$420,000. These earnings are designated for future operations. In June 2021, the College made a \$4 million investment in U.S. Government bonds, which is separately presented on the cash and investment summary.
- **Looking Ahead** - Expense controls have been put in place in anticipation of reduced revenues resulting from COVID-19 pandemic.
- **Operating Reserves** - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of December 31, 2021 the College is meeting this requirement.
- **HEERF Funds** - The College has been awarded funds through the Higher Education Emergency Relief Funds (HEERF) and these funds may be used throughout the fiscal year to reduce expenses or supplement lost revenues.

Jackson College
Revenue and Expense Statement
General Fund - FY 22
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

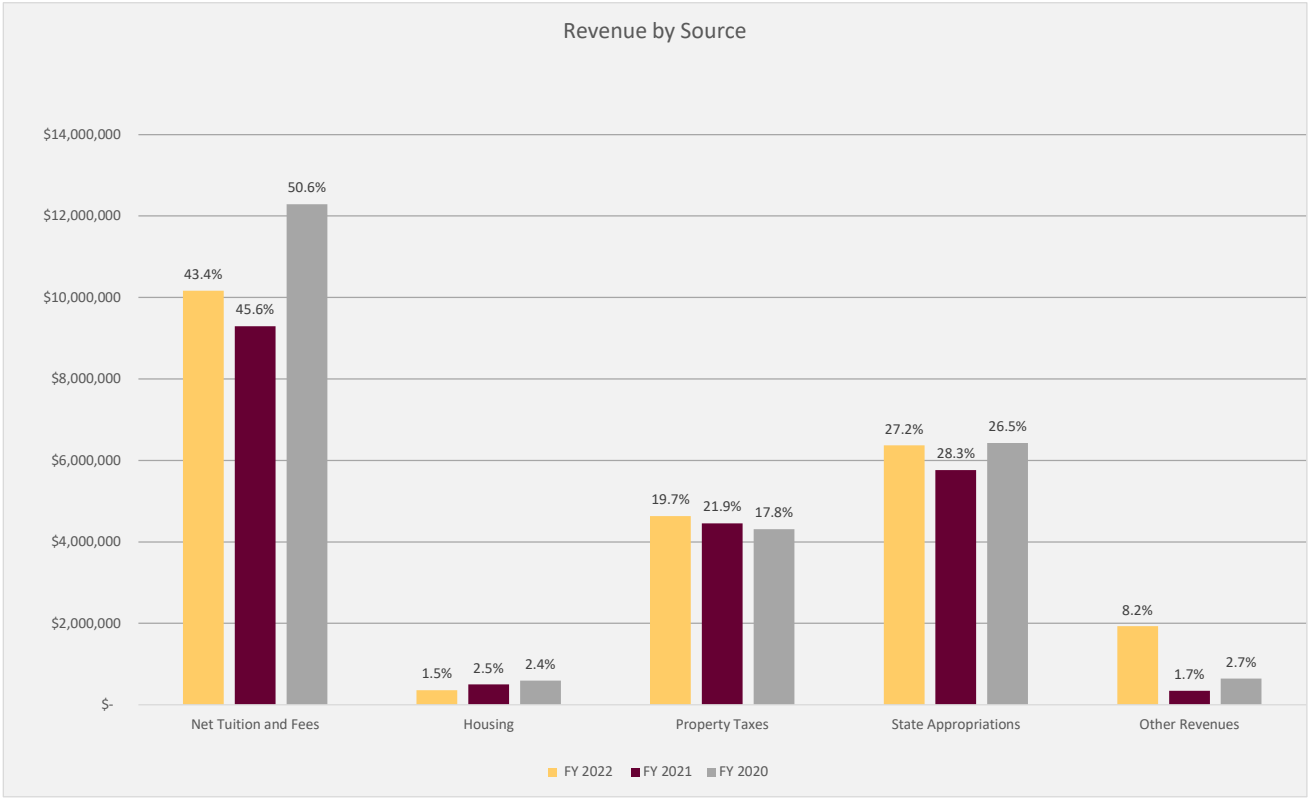
	2021-2022 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
Revenue							
Gross tuition and fees	\$ 21,433,000	51.7%	\$ 10,456,205	48.8%	44.0%	\$ 1,025,685	\$ 10,996,893
Less Institutional Scholarships	(800,000)	-1.9%	(290,442)	36.3%	44.0%	61,558	(1,703,036)
Net tuition and fees	20,633,000	49.8%	10,165,763	49.3%	44.0%	1,087,243	9,293,857
Housing	1,400,000	3.4%	359,563	25.7%	50.0%	(340,437)	500,140
Property taxes	5,300,000	12.7%	4,630,416	87.4%	87.0%	19,416	4,457,112
State appropriations	12,735,720	30.7%	6,367,860	50.0%	50.0%	-	5,764,647
Contract training	4,000	0.0%	41,212	1030.3%	50.0%	39,212	6,424
Potter Center activities	200,000	0.5%	65,213	32.6%	50.0%	(34,787)	-
Hospitality	750,000	1.8%	221,583	29.5%	50.0%	(153,417)	-
Miscellaneous	450,000	1.1%	163,417	36.3%	50.0%	(61,583)	221,197
Transfers	7,500	0.0%	15,043	200.6%	50.0%	11,293	119,908
Transfers - Federal grant funds	-	0.0%	1,421,417	0.0%	0.0%	1,421,417	-
Total revenues	41,480,220	100.0%	23,451,487	56.5%	48.6%	1,988,357	20,363,285
Expenses							
Wages	16,496,606	39.7%	7,567,508	45.9%	50.0%	(680,794)	7,704,215
Retirement	4,438,874	10.7%	2,023,139	45.6%	50.0%	(196,298)	2,123,386
Benefits	2,935,210	7.1%	1,537,620	52.4%	50.0%	70,015	1,465,515
Services - Staffing Agency	3,697,700	8.9%	1,816,617	49.1%	50.0%	(32,233)	1,629,328
Services	2,545,525	6.1%	1,179,203	46.3%	50.0%	(93,560)	938,406
Materials	1,994,765	4.8%	1,139,541	57.1%	50.0%	142,158	958,837
Rent, utilities, insurance	1,708,000	4.1%	818,711	47.9%	50.0%	(35,289)	810,690
Other operating costs	3,155,000	7.6%	1,284,206	40.7%	50.0%	(293,294)	992,152
Transfers-major maintenance	64,926	0.2%	32,463	50.0%	50.0%	-	560,637
Transfers-deferred maintenance	-	0.0%	528,174	0.0%	50.0%	528,174	-
Transfers-debt service	4,087,895	9.9%	2,043,948	50.0%	50.0%	-	2,080,407
Transfers-Jets Store	-	0.0%	114,359	0.0%	50.0%	114,359	-
Capital equipment	355,000	0.9%	98,803	27.8%	50.0%	(78,697)	13,352
Total expenses	41,479,501	100.0%	20,184,292	48.7%	50.0%	(555,459)	19,276,925
Income over (under) expenses	\$ 719		\$ 3,267,195			\$ 2,543,816	\$ 1,086,360

Jackson College
Revenue and Expense Schedule
HEERF Funds - FY 22
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior years revenues	\$ 1,946,067	\$ 1,946,067	\$ 524,189	\$ 1,690,458	\$ 4,235,343	\$ -	\$ 45	\$ 1,429,600	\$ 11,771,769
Prior years expenses	1,946,067	1,946,067	524,189	1,690,458	4,235,343	-	45	1,429,600	11,771,769
Net prior year activity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fiscal Year 2022 Revenue									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant revenue - Federal	-	-	556,398	268,159	1,526,953	4,333,464	1,353,345	-	8,038,319
Transfers	-	-	-	-	-	-	-	-	-
Total revenues	-	-	556,398	268,159	1,526,953	4,333,464	1,353,345	-	8,038,319
Fiscal Year 2022 Expenses									
Online course fee scholarships	-	-	-	-	622,252	-	468,722	-	1,090,974
Emergency grants to students	-	-	-	268,159	-	3,448,841	-	-	3,717,000
Student retention	-	-	-	-	1,600	-	-	-	1,600
Wages	-	-	-	-	221,562	8,702	8,702	-	238,966
Retirement	-	-	-	-	67,913	-	-	-	67,913
Benefits	-	-	-	-	34,806	-	-	-	34,806
Services	-	-	-	-	124,317	-	-	-	124,317
Materials	-	-	-	-	42,222	1,226	1,226	-	44,674
Other operating costs	-	-	-	-	109,076	100	100	-	109,276
Transfers to general fund	-	-	556,398	-	-	865,019	865,019	-	2,286,436
Capital equipment	-	-	-	-	303,205	9,576	9,576	-	322,357
Total expenses	-	-	556,398	268,159	1,526,953	4,333,464	1,353,345	-	8,038,319
Income over (under) expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

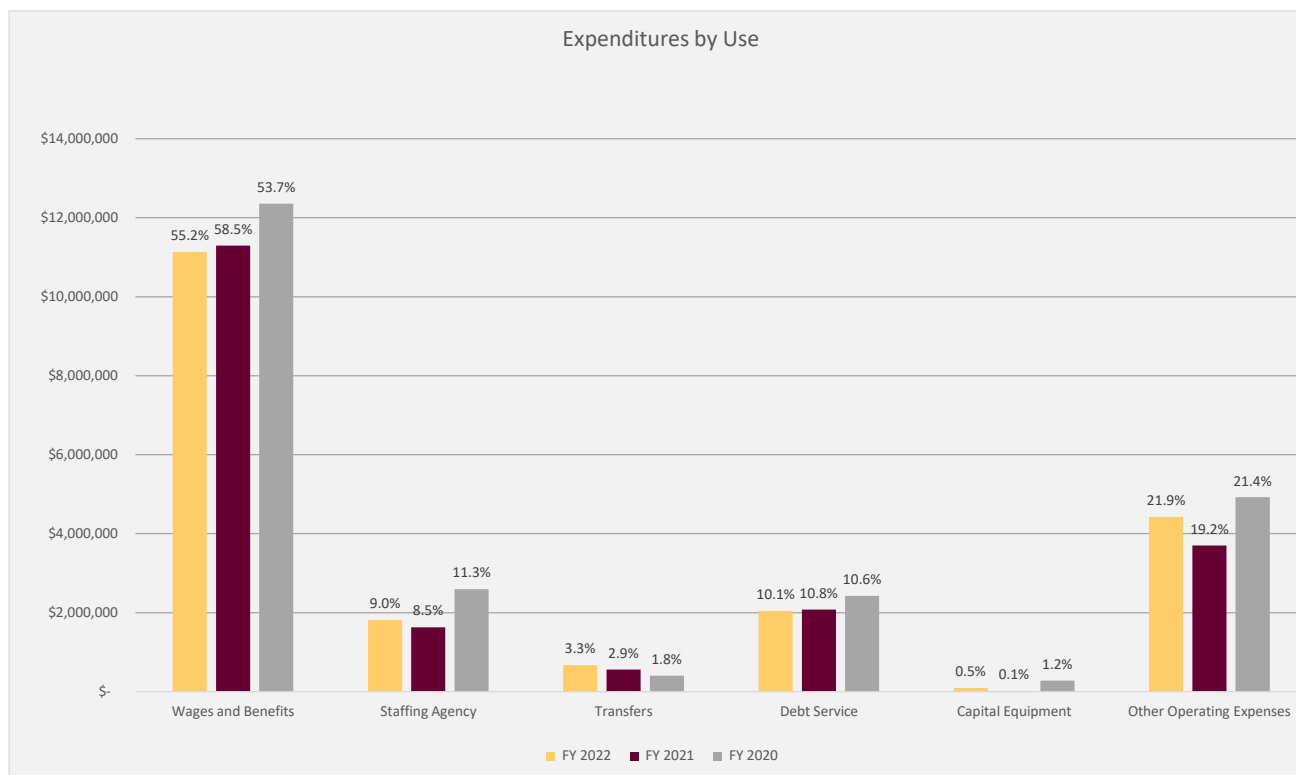
Jackson College
General Fund Revenue Comparison
For the Six Months Ended December 31, 2021

\$23,451,487



Jackson College
General Fund Expenditure Comparison
For the Six Months Ended December 31, 2021

\$20,184,292



Jackson College
Balance Sheet and Changes in Fund Balance - FY 22
December 31, 2021
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Bookstore Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 8,345,495	\$ 12,159,096	\$ (1,063,972)	\$ -	\$ (249,769)	\$ 17,311	\$ 10,936,896	\$ 512,715	\$ 30,657,772
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	21,013	-	-	21,013
Accounts receivable	2,038,675	12,500	945,516	-	136,869	-	295	150	3,134,005
Inventories	55,275	-	-	-	116,466	-	-	-	171,741
Other assets	15,634	-	16,281	-	-	-	77,310,142	-	77,342,057
Total assets	10,455,079	12,171,596	(102,175)	-	3,566	38,324	88,247,333	512,865	111,326,588
Liabilities and Fund Balance									
Accounts payable	284,784	-	-	-	-	-	436,075	-	720,859
Accrued liabilities	2,829,391	-	-	-	-	-	34,866,120	-	37,695,511
Deferred liabilities	2,479,492	-	-	-	-	-	-	-	2,479,492
Unearned revenue	312,714	-	-	-	-	-	-	-	312,714
Other liabilities	577,719	-	-	-	3,566	-	-	-	581,285
Total liabilities	6,484,100	-	-	-	3,566	-	35,302,195	-	41,789,861
Fund balance	3,970,979	12,171,596	(102,175)	-	-	38,324	52,945,138	512,865	69,536,727
Total liabilities and fund balance	\$ 10,455,079	\$ 12,171,596	\$ (102,175)	\$ -	\$ 3,566	\$ 38,324	\$ 88,247,333	\$ 512,865	\$ 111,326,588
Beginning fund balance									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,412,811	\$ -	\$ 45,412,811
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	8,588,594	-	8,588,594
Restricted	-	178,467	361,625	-	-	35,147	-	-	575,239
Future Operations	703,784	11,938,888	-	-	-	-	-	519,586	13,162,258
	\$ 703,784	\$ 12,117,355	\$ 361,625	\$ -	\$ -	\$ 35,147	\$ 54,001,405	\$ 519,586	\$ 67,738,902
Current year income	23,451,487	64,241	16,614,292	-	261,298	3,177	4,803,601	54,470	45,252,566
Current year expenses	20,184,292	10,000	17,078,092	-	261,298	-	5,859,868	61,191	43,454,741
Ending fund balance	\$ 3,970,979	\$ 12,171,596	\$ (102,175)	\$ -	\$ -	\$ 38,324	\$ 52,945,138	\$ 512,865	\$ 69,536,727

Jackson College
Balance Sheet
Building and Site Fund - FY 22
December 31, 2021
Preliminary - Unaudited

	Building and Site Fund
Assets	
Cash	\$ 6,417,752
Investments	-
Accounts receivable	295
Due from other funds	-
Total assets	6,418,047
Liabilities and Fund Balance	
Accounts payable	436,075
Other liabilities	-
Total liabilities	436,075
Fund balance	5,981,972
Total liabilities and fund balance	\$ 6,418,047

Jackson College
Statement of Changes in Fund Balance
Building and Site Fund
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

	Balance July 1, 2021	Revenue	Expenditures	Balance December 31, 2021
Major Maintenance and Equipment Replacement	\$ 8,588,594	\$ 2,231,126	\$ 5,365,922	\$ 5,453,798
Deferred Maintenance and Life Safety	-	528,174	-	528,174
Total	\$ 8,588,594	\$ 2,759,300	\$ 5,365,922	\$ 5,981,972

Jackson College
Revenue and Expense Statement
Auxiliary Services
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

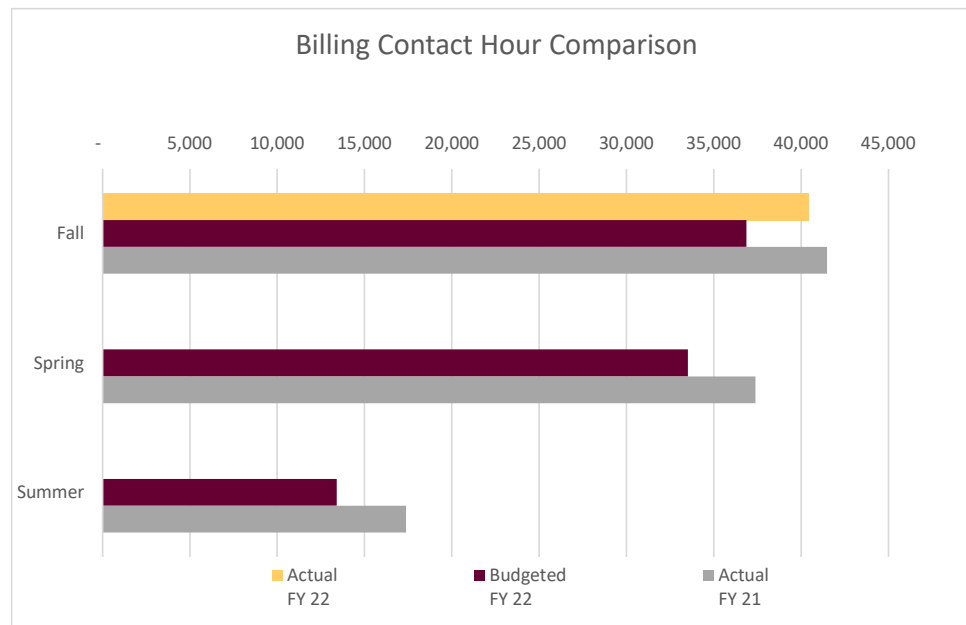
	Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue				
Housing	-	359,563	-	-
Sales	-	-	146,939	-
Potter Center activities	-	-	-	65,213
Hospitality	221,583	-	-	-
Miscellaneous	-	-	-	-
Transfers - General Fund	-	-	114,359	-
Transfers - Federal grant funds	-	1,421,417	-	-
Total revenues	221,583	1,780,980	261,298	65,213
Expenses				
Wages	214,652	88,762	30,338	121,663
Retirement	45,706	16,899	7,581	39,153
Benefits	52,211	15,950	1,791	26,498
Services - Staffing Agency	9,799	-	-	-
Services	10,513	3,869	200	3,658
Materials	184,828	6,955	219,595	760
Rent, utilities, insurance	90	-	-	-
Other operating costs	5,292	12,465	1,363	65,152
Transfers	-	-	-	-
Transfers-debt service	-	600,000	-	-
Capital equipment	-	2,195	430	-
Total expenses	523,091	747,095	261,298	256,884
Income over (under) expenses	\$ (301,508)	\$ 1,033,885	\$ -	\$ (191,671)

Jackson College
Cash and Investments by Fund - FY 22
December 31, 2021
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Bookstore Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash											
Petty Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,714	\$ 4,714
Cash-Comerica Bank Pooled	4,137,284	(232,834)	54,795	-	44,786	(249,769)	17,311	6,417,752	4,519,144	507,951	15,216,420
Cash-Comerica Federal Funds	-	-	567,933	-	48,089	-	-	-	-	-	616,022
VISA Account	239,901	-	-	-	-	-	-	-	-	50	239,951
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	-	-	7,268	-	-	-	-	-	-	-	7,268
Cash-Comerica State Wire	16,083	-	-	-	-	-	-	-	-	-	16,083
Cash-Payroll	1,464,355	-	(1,249,002)	-	(1,390,627)	-	-	-	-	-	(1,175,274)
County National Bank	483,022	-	40,473	-	-	-	-	-	-	-	523,495
Ref Pay	1,701	-	-	-	-	-	-	-	-	-	1,701
Cultural Affairs Checking	3,149	-	-	-	-	-	-	-	-	-	3,149
MNJTP	-	-	-	-	812,313	-	-	-	-	-	812,313
U.S. Government Bonds	-	3,971,760	-	-	-	-	-	-	-	-	3,971,760
MILAF	2,000,000	8,420,170	-	-	-	-	-	-	-	-	10,420,170
	8,345,495	12,159,096	(578,533)	-	(485,439)	(249,769)	17,311	6,417,752	4,519,144	512,715	30,657,772
Investments											
Common Stock	-	-	-	-	-	-	21,013	-	-	-	21,013
Total cash and investments	<u>\$ 8,345,495</u>	<u>\$12,159,096</u>	<u>\$ (578,533)</u>	<u>\$ -</u>	<u>\$ (485,439)</u>	<u>\$ (249,769)</u>	<u>\$ 38,324</u>	<u>\$ 6,417,752</u>	<u>\$ 4,519,144</u>	<u>\$ 512,715</u>	<u>\$ 30,678,785</u>

Jackson College
Billing Contact Hours
December 31, 2021
Preliminary - Unaudited

	Budgeted FY 22	Actual FY 22	Actual Percentage	Actual FY 21	Prior Year Percentage
Semester:					
Fall	36,872	40,474	109.8%	41,477	97.6%
Spring	33,520	-	0.0%	37,384	0.0%
Summer	13,408	-	0.0%	17,373	0.0%
Total	83,800	40,474	48.3%	96,234	42.1%



Jackson College
Revenue and Expense Statement
Hospitality Services - Summary
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

	2021-2022 Original Budget	Current Period November 2021	Actual Year to Date	Percentage of Budget to Date
Revenue				
Food Service	\$ 85,000	\$ 8,804	\$ 60,041	71%
Catering revenue	5,000	7,786	67,743	1355%
Building Rental	10,000	-	-	0%
Meal Plans	650,000	14,687	93,195	14%
Concessions	-	143	603	0%
Over/Short	-	1	1	0%
Total revenue	\$ 750,000	\$ 31,421	\$ 221,583	30%
Cost of goods				
Beverage Supplies	-	1,518	12,404	0%
Food Supplies	336,240	23,442	164,018	49%
Disposables	30,000	144	3,666	12%
General Supplies	-	417	2,701	0%
Total cost of goods	\$ 366,240	\$ 25,521	\$ 182,789	50%
Gross margin	\$ 383,760	\$ 5,900	\$ 38,794	10%
Operating expenses				
Payroll expenses				
Overtime	-	2,395	12,084	0%
Director	71,000	3,465	26,743	38%
Technicians	136,571	33,140	168,273	123%
Perm. Part Time	-	1,050	4,938	0%
Temporary Help	-	647	647	0%
Student Employees	-	1,967	1,967	0%
Ret. & Soc. Sec.	57,082	8,775	45,706	80%
Fringe Benefits	37,363	7,899	52,211	140%
Staffing Agency-Catering	-	1,375	9,799	0%
Total payroll expenses	\$ 302,016	\$ 60,713	\$ 322,368	107%
General and administrative expenses				
Contracted Services	-	-	3,295	0%
Laundry	-	430	7,218	0%
Office Supplies	-	-	47	0%
Printing	-	24	24	0%
Custodial Supplies	10,500	-	475	5%
Uniforms	-	1,493	1,493	0%
Equipment Rental/Lease	2,000	-	90	5%
Professional Development	5,000	-	-	0%
Recruitment	-	-	-	0%
Meeting Expense	-	510	510	0%
Bank service charges	-	3,979	3,979	0%
Licenses	-	-	803	0%
Office Equipment	5,000	-	-	0%
Total general and administrative expenses	\$ 22,500	\$ 6,436	\$ 17,934	80%
Total operating expenses	\$ 324,516	\$ 67,149	\$ 340,302	105%
Net profit (loss)	\$ 59,244	\$ (61,249)	\$ (301,508)	

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

Jackson College
Revenue and Expense Statement
Hospitality Services - Cafeteria and Coffee Shop
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period November 2021	Actual Year to Date	Percentage of Budget to Date
Revenue					
01-3519000-1-1108	Food Service	\$ 85,000	\$ 7,463	\$ 54,198	64%
01-3519000-1-1109	Catering revenue	5,000	7,786	67,743	1355%
01-3519000-1-1537	Building Rental	10,000	-	-	0%
01-3519000-1-1569	Meal Plans	650,000	7,606	59,656	9%
01-3519000-1-1572	Concessions	-	143	603	
01-3519000-1-1102	Over/Short	-	1	1	0%
Total revenue		\$ 750,000	\$ 22,999	\$ 182,201	24%
Cost of goods					
01-3519000-1-5317	Beverage Supplies	-	1,518	12,404	0%
01-3519000-1-5318	Food Supplies	336,240	19,840	144,689	43%
01-3519000-1-5319	Disposables	30,000	144	3,666	12%
01-3519000-1-5357	General Supplies	-	313	2,018	0%
Total cost of goods		\$ 366,240	\$ 21,815	\$ 162,777	44%
Gross margin		\$ 383,760	\$ 1,184	\$ 19,424	5%
Operating expenses					
Payroll expenses					
01-3519000-1-5109	Overtime	-	2,363	10,986	0%
01-3519000-1-5116	Director	71,000	3,465	26,743	38%
01-3519000-1-5130	Technicians	136,571	25,602	130,060	95%
01-3519000-1-5143	Perm. Part Time	-	-	3,888	0%
01-3519000-1-5144	Temporary Help	-	647	647	0%
01-3519000-1-5158	Student Employees	-	1,967	1,967	0%
01-3519000-1-5181	Ret. & Soc. Sec.	57,082	6,862	37,080	65%
01-3519000-1-5182	Fringe Benefits	37,363	5,682	40,192	108%
01-3519000-1-5230	Staffing Agency-Catering	-	1,375	9,799	0%
Total payroll expenses		\$ 302,016	\$ 47,963	\$ 261,362	87%
General and administrative expenses					
01-3519000-1-5225	Contracted Services	-	-	3,295	0%
01-3519000-1-5271	Laundry	-	430	7,218	0%
01-3519000-1-5353	Office Supplies	-	-	47	0%
01-3519000-1-5355	Printing	-	24	24	0%
01-3519000-1-5371	Custodial Supplies	10,500	-	475	5%
01-3519000-1-5374	Uniforms	-	1,493	1,493	0%
01-3519000-1-5421	Equipment Rental/Lease	2,000	-	90	5%
01-3519000-1-5518	Professional Development	5,000	-	-	0%
01-3519000-1-5566	Recruitment	-	-	-	0%
01-3519000-1-5567	Meeting Expense	-	510	510	0%
01-3519000-1-5603	Licenses	-	-	-	0%
01-3519000-1-5821	Office Equipment	5,000	-	-	0%
Total general and administrative expenses		\$ 22,500	\$ 2,457	\$ 13,152	58%
Total operating expenses		\$ 324,516	\$ 50,420	\$ 274,514	85%
Net profit (loss)		\$ 59,244	\$ (49,236)	\$ (255,090)	

Jackson College
Revenue and Expense Statement
Hospitality Services - Subway
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period November 2021	Actual Year to Date	Percentage of Budget to Date
Revenue					
01-3519100-1-1108	Food Service	\$ -	\$ 1,341	\$ 5,843	0%
01-3519100-1-1569	Meal Plans		7,081	33,539	
01-3519100-1-1102	Over/Short	-	-	-	0%
Total revenue		\$ -	\$ 8,422	\$ 39,382	0%
Cost of goods					
01-3519100-1-5317	Beverage Supplies	-	-	-	0%
01-3519100-1-5318	Food Supplies	-	3,602	19,329	0%
01-3519100-1-5319	Disposables	-	-	-	0%
01-3519100-1-5357	General Supplies	-	104	683	0%
Total cost of goods		\$ -	\$ 3,706	\$ 20,012	0%
Gross margin		\$ -	\$ 4,716	\$ 19,370	0%
Operating expenses					
Payroll expenses					
01-3519100-1-5109	Overtime	-	32	1,098	0%
01-3519100-1-5130	Technicians	-	7,538	38,213	0%
01-3519100-1-5143	Perm. Part Time	-	1,050	1,050	0%
01-3519100-1-5181	Ret. & Soc. Sec.	-	1,913	8,626	0%
01-3519100-1-5182	Fringe Benefits	-	2,217	12,019	0%
Total payroll expenses		\$ -	\$ 12,750	\$ 61,006	0%
General and administrative expenses					
01-3519100-1-5225	Contracted Services	-	-	-	0%
01-3519100-1-5271	Laundry	-	-	-	0%
01-3519100-1-5353	Office Supplies	-	-	-	0%
01-3519100-1-5355	Printing	-	-	-	0%
01-3519100-1-5371	Custodial Supplies	-	-	-	0%
01-3519100-1-5421	Equipment Rental/Lease	-	-	-	0%
01-3519100-1-5518	Professional Development	-	-	-	0%
01-3519100-1-5575	Bank Service Charges	-	3,979	3,979	0%
01-3519100-1-5603	Licenses	-	-	803	0%
01-3519100-1-5821	Office Equipment	-	-	-	0%
Total general and administrative expenses		\$ -	\$ 3,979	\$ 4,782	0%
Total operating expenses		\$ -	\$ 16,729	\$ 65,788	0%
Net profit (loss)		\$ -	\$ (12,013)	\$ (46,418)	

Jackson College
Revenue and Expense Statement
Jets Store
For the Six Months Ended December 31, 2021
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period November 2021	Actual Year to Date	Percentage of Budget to Date
Revenue					
42-0000000-1-1103	Sales - Textbooks	\$ (5,000)	\$ 20,373	\$ 97,451	0%
42-0000000-1-1105	Sales - Supplies	5,000	(177)	34,794	696%
42-0000000-1-1107	Sales - Clothing	-	4,469	13,294	0%
42-0000000-1-1572	Miscellaneous Revenue	-	-	1,400	0%
42-0000000-1-1701	Transfers in - General Fund	-	114,359	114,359	0%
Total revenue		\$ -	\$ 139,024	\$ 261,298	0%
Cost of goods					
42-0000000-1-5003	Cost of Sales-Textbooks	-	218,449	218,500	0%
42-0000000-1-5005	Cost of Sales-supplies	-	395	395	0%
Total cost of goods		\$ -	\$ 218,844	\$ 218,895	0%
Gross margin		\$ -	\$ (79,820)	\$ 42,403	0%
Operating expenses					
Payroll expenses					
42-0000000-1-5109	Overtime	-	72	310	0%
42-0000000-1-5116	Director	-	3,096	15,091	0%
42-0000000-1-5130	Technicians	-	3,404	9,124	0%
42-0000000-1-5144	Temporary Help	-	-	5,813	0%
42-0000000-1-5181	Ret. & Soc. Sec.	-	1,461	7,581	0%
42-0000000-1-5182	Fringe Benefits	-	618	1,791	0%
Total payroll expenses		\$ -	\$ 8,651	\$ 39,710	0%
General and administrative expenses					
42-0000000-1-5225	Contracted Services	-	-	200	0%
42-0000000-1-5353	Office Supplies	-	195	700	0%
42-0000000-1-5562	Freight Out	-	59	1,363	0%
42-0000000-1-5821	Office Equipment	-	-	430	0%
Total general and administrative expenses		\$ -	\$ 254	\$ 2,693	0%
Total operating expenses		\$ -	\$ 8,905	\$ 42,403	0%
Net profit (loss)		\$ -	\$ (88,725)	\$ -	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:

10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting
 10.1 Principles of Policy Governance
 (**BOARD POLICY:** GOVERNANCE PROCESS – Governing Style)

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

The URL link below will provide an overview of the principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

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

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 14, 2022



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

Subject to be Discussed and Policy Reference:
11.0 Meeting Content Review (<u>BOARD POLICY:</u> GOVERNANCE PROCESS – Governing Style)
<p>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.</p>
Resource Impact:
None
Requested Board Action:
Consideration of areas for meeting content improvement
Action Taken:



<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: February 14, 2022</p>

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

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