

Jackson College Board of Trustees Meeting

Regular Meeting

March 14, 2022 06:30 PM



Agenda Topic	Page
Agenda	1
Entry Protocol	3
1. Call to Order & Pledge of Allegiance	4
2. Adoption of Minutes	5
2.1 Draft Board Meeting Minutes - 02.14.22	6
3. Declaration of Conflict of Interest*	15
4. Ownership Linkage	16
4.1 Public Comments (limit of 5 minutes per person)	16
4.2 Board Comments & Ownership Linkage Committee Progress Discussion	17
5. Items for Decision	18
5.1 Governance Process Items	18
5.1.1 Policy Update: GP-07.1 Audit Committee Terms of Reference	18
5.1.2 Policy Review: GP-01 Governing Style	22
5.2 Executive Limitations	24
5.2.1 Policy Review: EL-11 Entrepreneurial Activity	24
6. Consent / Required Approvals Agenda	30
6.1 Board Spring Planning Session Agenda	30
7. Monitoring CEO Performance	32
7.1 Regularly Scheduled CEO Performance Monitoring	32
7.1.1 2022 Monitoring: EL-11 Entrepreneurial Activity	32

7.2	CEO Compliance Review	39
8.	Monitoring Board Performance	44
8.1	Board Self-Monitoring Survey Results: GP-01 Governing Style	44
9.	Information Requested by the Board	49
9.1	President Compensation Committee Report	49
9.2	January 2022 Financial & Auxiliary Reports	50
9.3	Next Board Meeting Topics - April 11, 2022	67
9.4	Distinguished Service Award Recipient Consideration	68
9.5	Distinguished Service Award Presenter for Commencement Consideration	72
10.	Self-Evaluation of Governance Process & Board Performance at this Meeting	73
10.1	Principles of Policy Governance	73
11.	Meeting Content Review	74
12.	Adjourn	75

(*) Indicates a roll-call item



Jackson College System-Wide COVID-19 Mitigation Response Step-down Plan
February 28, 2022

	Phase 1 - Reduction Initiation	Phase 2
As a matter of College Policy, at all times, all students, employees and visitors are required to remain off campus if they are exhibiting any level of illness, whether or not they believe it to be COVID-19. NOTE: Phases may be rescinded at any time should medical and safety needs warrant.		
Timing	Phase 1 begins 03.14.22	Phase 2 begins 04.25.22
Checkpoint/ Daily Screening	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: Temperature Scan at checkpoint discontinued. ▪ Discontinue use of the health screening app prior to arriving on campus. ▪ Check point will verbally/visually screen for symptoms and travel. ▪ <u>Unvaccinated</u>: No longer required to quarantine if in close contact, but must wear a mask for 10 days after exposure and test within 3-5 days. 	<ul style="list-style-type: none"> ▪ Checkpoint use is discontinued. ▪ Emmons Road Entrance opened
Testing	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: Recent Travel or large gatherings get tested 3-5 days after. Self-monitor for symptoms. Test again as needed for 10 days. ▪ <u>Unvaccinated</u>: required weekly testing is discontinued 	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: Continue to test 3-5 days after travel or large gatherings
Vaccination	<ul style="list-style-type: none"> ▪ Required for Resident Students 	<ul style="list-style-type: none"> ▪ Recommended COVID-19 vaccination for residents, employees and students ▪ Employees with vaccination designation on their ID, may request new ID without it.
COVID-19 Positive	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: COVID-19 positive students and employees must remain off campus for 5 days. Employees may utilize a combination of their standard hybrid working hours and PTO/Vacation time to fulfill their quarantine time or that of their dependents. ▪ <u>If there is a positive case in a classroom</u> only the student who is ill is removed from the class for 5 days. Class continues as normal. ▪ <u>Unvaccinated</u>: No need to quarantine if someone at home is ill, but must test within 3-5 days of exposure and wear a mask for 10 days. 	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: COVID-19 positive students and employees must remain off campus for 5 days. Employees may utilize a combination of their standard hybrid working hours and PTO/Vacation time to fulfill their quarantine time or that of their dependents. ▪ <u>Students</u>: Positive case in classroom, student is confined for 5 -days post wellness, though class will continue. ▪ <u>Unvaccinated</u>: Return to dining in the lower commons.
Face Coverings	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: Masks are still required 	<ul style="list-style-type: none"> ▪ <u>Everyone</u>: Masks are encouraged in larger spaces (e.g., fieldhouse, community rooms, dining area, etc.). Masks may be required in certain areas such as Health Clinic and specific work spaces. Signs will be posted.
Physical Distancing	<ul style="list-style-type: none"> ▪ Additional seating is restored in dining commons (but not at full capacity during the day), classrooms remain physically-distanced ▪ <u>Residential students</u>: Allowed to go between Gold and Maroon Halls to visit friends. 	<ul style="list-style-type: none"> ▪ Physical distancing no longer required. ▪ Guests may visit residential students inside the halls. ▪ Full capacity is restored in dining commons and theaters. ▪ Full capacity in classrooms is restored.

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



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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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 02.14.22 (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 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 February 14, 2022, were reviewed by the Board. The minutes 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, Bert Walker Hall-Community Room 145
02.14.22

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, February 14, 2022, 6:30pm, at the Central Campus of Jackson College, Bert Walker Hall, Community Room 145.

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

Board Member Excused Absence: Trustee Donna Lake, Trustee Philip Hoffman

Others Present: President Daniel Phelan, Darrell Norris, Cindy Allen, Jason Valente, Jeremy Frew, Keith Book, Jesse Wallenfang

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 November 8th, 2021 were reviewed by the Board. The minutes 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:

Vice-Chairman Crist provided a review of the Ownership Linkage Committee work to-date, as well as an overview of future meetings. Discussion ensued.

President Phelan noted that Governance Coach Rose Mercier will be assisting the Board at their Spring Planning Session (March 21, 2022) to gather ownership linkage feedback themes as they relate to the ENDS.

Trustee Crist shared his experience of attending the American Association of Community Colleges National Legislative Summit February 6-9, 2022.

Chairman Barnes requested that Vice-Chairman Crist, Trustee Mathein, and Trustee Patterson participate on a subcommittee to evaluate the presidential compensation data.

Trustee Patterson, Chairman Barnes and President Phelan discussed COVID-19 protocols.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: By-Laws Revisions:

President Phelan walked through the revisions with the Trustees. He shared planning being done to assist in remote/hybrid Board meetings in the future if allowable by the law.

MOTION BY TRUSTEE PATTERSON AND TRUSTEE HEINS TO APPROVE THE BY-LAWS REVISIONS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: Policy Review: GP-07.1 Audit Committee Terms of Reference:

President Phelan pointed out areas of the policy requiring the Audit Committees attention. Chairman Barnes described some redundancy in the Audit Committee receiving information from the staff, and then the full Board receiving the same information. Chairman Barnes suggested that the third-party auditor could potentially accept additional responsibilities found in the policy.

Modifications to Item 1 of the policy were discussed as listed below:

- Items 1.1.2, 1.1.3, and 1.1.4 to be removed
- Item 1.2.1 to be added: Options for the Board decision re: appointment, compensation, and oversight of the college attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.

These modifications will be brought back to the March 14th, 2022 Board meeting for a follow-up review.

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

The Board of Trustees had no comments or questions regarding Policy GP-14 Handling Operational Complaints.

TRUSTEE HEINS MOTIONED TO APPROVE POLICY GP-14. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: JPEC Governor Term Renewals:

JPEC Board of Governors recommended the re-appointment of Jonathan Williams to the JPEC Board of Governors via a resolution.

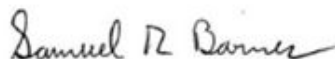
MOTION BY VICE-CHAIRMAN CRIST TO APPROVE THE RE-APPOINTMENT OF JONATHAN WILLIAMS TO THE JPEC BOARD OF GOVERNORS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

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

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

EXECUTIVE LIMITATIONS ITEMS: Consideration of resolution regarding the JPEC Board Member Nomination of John Macchia and setting the number of members of the JPEC Board of Governors at five (5).

Discussion focused on the pros and cons of amending language in the JPEC Bylaws to set the number of members of the JPEC Board of Governors at five (5).

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).

TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES BARNES - Nay

MATHEIN - Nay

HEINS - Nay

PATTERSON - Nay

CRIST - Aye

MOTION FAILED.

MOTION BY TRUSTEE PATTERSON TO APPROVE THE JPEC BOARD MEMBER NOMINATION OF JOHN MACCHIA. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE.

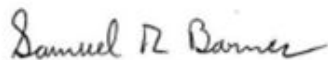
MOTION PASSED UNANIMOUSLY.

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

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.



2/14/2022

Chairman

Date

Trustee Heins suggested the President of the JPEC Board be present at future JC Board meetings involving JPEC Board of Governor term renewals, nominations, and Bylaws.

EXECUTIVE LIMITATIONS ITEMS: Distinguished Service Award Recipient discussion:

President Phelan led a discussion of recommendations for the Board's Distinguished Service Award for 2022 and 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.

EXECUTIVE LIMITATIONS ITEMS: Crockett Award Recipient discussion:

President Phelan and Jason Valente brought forth a nomination of Christopher Simpson for the Board's 2022 Crockett Award.

MOTION BY VICE-CHAIRMAN CRIST TO APPROVE MR. CHRISTOPHER SIMPSON AS THE RECIPIENT OF THE BOARD'S CROCKETT AWARD FOR 2022. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Presenters for Commencement discussion:

President Phelan led a discussion of recommendations for the Board of Trustee presenters at the 2022 ceremony for the Distinguished Service Award and Crockett Award recipients.

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.

EXECUTIVE LIMITATIONS ITEMS: Policy Review: EL-09 Organizational Culture:

President Phelan led a discussion of policy EL-09 Organizational Culture, in particular his interpretation of the policy.

Trustee Heins shared his appreciation for the formatting.

MOTION BY TRUSTEE PATTERSON TO APPROVE THE CEO'S INTERPRETATIONS FOR POLICY EL-09 ORGANIZATIONAL CULTURE. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Policy Review: EL-07 Compensation and Benefits:

President Phelan led a discussion of policy EL-07 Compensation and Benefits, in particular his interpretation of the policy.

MOTION BY VICE-CHAIRMAN CRIST TO APPROVE THE CEO'S INTERPRETATIONS FOR POLICY EL-07 COMPENSATION AND BENEFITS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSENT / REQUIRED APPROVAL AGENDA

SPECIAL LICENSE APPLICATION & RAFFLE LICENSE APPLICATION:

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 were reviewed for approval.

MOTION BY VICE-CHAIRMAN CRIST THAT THE SPECIAL LICENSE APPLICATION AND RAFFLE LICENSE APPLICATION BE RECOMMENDED FOR ISSUANCE. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

COMPLIANCE UPDATE: E-01 Board Ends Monitoring Report:

President Phelan presented one item of evidence previously unavailable during the November 8th, 2021 monitoring of policy E-01.

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

REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring: EL-09 Organizational Culture:

President Phelan presented the 2022 Monitoring Report for EL-09 Organizational Culture, indicating full compliance, as all previous items noted as incomplete in January 2021, are now included.

MOTION BY VICE-CHAIRMAN TO ACCEPT THE MONITORING REPORT FOR POLICY EL-09 ORGANIZATIONAL CULTURE AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

*REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring:
EL-07 Compensation and Benefits:*

President Phelan presented the 2022 Monitoring Report for EL-07 Compensation and Benefits, indicating full compliance.

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

*REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring:
EL-10 Access to Education:*

President Phelan presented the 2022 Monitoring Report for EL-10 Access to Education, indicating full compliance.

**MOTION BY TRUSTEE PATTERSON TO ACCEPT THE MONITORING REPORT
FOR POLICY EL-10 ACCESS TO EDUCATION AS FULLY COMPLIANT. ALL
TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN,
HEINS, PATTERSON, AND CRIST VOTING AYE. MOTION PASSED
UNANIMOUSLY.**

QUARTERLY CEO COMPLIANCE REVIEW:

President Phelan provided an update on the monitoring reports presented to the Board thus far, with the compliance status noted, as well as when compliance is expected.

MONITORING BOARD PERFORMANCE

*REGULARLY SCHEDULED BOARD SELF- MONITORING SURVEY RESULTS: GP-
07.1 AUDIT COMMITTEE TERMS OF REFERENCE:*

President Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-07.1 Audit Committee Terms of Reference. Brief discussion ensued as full compliance was mutually agreed upon.

*REGULARLY SCHEDULED BOARD SELF- MONITORING SURVEY RESULTS: GP-14
HANDLING OPERATIONAL COMPLAINTS:*

President Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-14 Handling Operational Complaints. Brief discussion ensued as full compliance was mutually agreed upon.

INFORMATION REQUEST BY THE BOARD

December 2021 Financial & Auxiliary Reports:

President Phelan presented the December 2021 Financial and Auxiliary Reports for the Board's review. He highlighted the following:

- There has been higher enrollment than was projected in the budget. President Phelan expressed cautious optimism of some revenues trending upward.
- Investments have generated revenue of \$420K.
- President Phelan shared concern about FY2024, at which point the same revenue streams from the same sources may not be possible. In anticipation of that, much thought is being put into how to increase JC's relevance, reduce expense, understand/interview students, and enter new markets.
- A comprehensive assessment of deferred maintenance for the entire college has been conducted. The maximum exposure is about \$280M long-term.
- ARP funds are being pursued at the state level.
- The Jets Store, (formerly known as the bookstore) now an internal operation, has been pulled aside as a profit center.
- The budget strategy remains very conservative.

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

Principles of Policy Governance:

Chairman Barnes expressed appreciation for the monitoring report improvements.

MEETING CONTENT REVIEW

No Comments.

ADJOURN

MOTION BY VICE-CHAIRMAN CRIST "To adjourn." ROLL CALL VOTE: TRUSTEES BARNES, HEINS, MATHEIN, CRIST, AND PATTERSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:50 pm ET.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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: GP-09 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: March 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: GP-11 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:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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 Progress Discussion

(BOARD POLICY: GOVERNANCE PROCESS: GP-07.2 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. The bulk of this work will be shared at the March 21st Spring Board Planning Session and used for consideration of any needed change to the Board ENDS policy. Notes from specific Ownership Linkage meetings can be found in the Resource Center of Diligent Boards.

On March 7th and 8th, the Ownership Linkage Committee met with the following organizations:

- Jackson Area Manufacturing Association
- Vandercook Lake School Board
- East Jackson School Board

Meetings (dates TBD) will be scheduled with the following organizations next:

- Enterprise Group of Jackson
- Jackson Catholic Schools
- Henry Ford Allegiance Health

Resource Impact:

None

Requested Board Action:

Consider feedback from Trustees regarding Ownership-Linkage progress.

Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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

5.1.1 Policy Update: GP-07.1 Audit Committee Terms of Reference

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

Enclosed for consideration is an updated policy, GP-07.1 for your review. Following discussion at the February 14th JC Board of Trustees Meeting, the below modifications to Item 1 of the policy have been proposed for approval:

- Items 1.1.2, 1.1.3, and 1.1.4 have been removed.
- Item 1.2.1 added: Options for the Board decision re: appointment, compensation, and oversight of the college attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.

Resource Impact:

None

Requested Board Action:

Consideration and approval of the proposed GP-07.1 revisions.

Action Taken:

MOTION BY TRUSTEE HOFFMAN TO APPROVE THE UPDATES TO POLICY GP-07.1 AUDIT COMMITTEE TERMS OF REFERENCE. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.



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: 2-03.0

Date Last Reviewed: 2/14/22 ~~1/11/24~~

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.~~ 1.1.2. An opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
 - 1.1.3. An annual report to the Board highlighting the Committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
 - 1.2. A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's legal counsel utilization.

~~1.1.6.1.2.1.~~ Options for Board decision re: appointment, compensation and oversight of the college attorney; designation of specific area(s), if any, of legal focus; and liaison with legal counsel on behalf of Board.

~~1.2.1.3.~~ Current information for the Board on significant new developments in accounting principles or relevant rulings of regulatory bodies that affect the organization.

~~1.3.1.4.~~ Current information for the Board on significant new developments in data and information security that affect the organization.

~~1.4.1.5.~~ A self-monitoring report on the appropriateness of the Board's own spending, based on criteria in the Governance Process policy on Board expenses.

~~1.5.1.6.~~ 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
<u>2.14.11</u>	<u>3.0</u>	<u>Regular review – omission of previous items 1.1.2, 1.1.3, & 1.1.4; addition of 1.2.1</u>	<u>CEO</u>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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-01 Governing Style <u>(BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
<p>Enclosed for its regularly scheduled review is policy GP-01 Governing Style.</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-01 Governing Style.
Action Taken:
MOTION BY TRUSTEE CRIST TO APPROVE POLICY GP-01. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.



Governance Process	Ends
Board- President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Governing Style

Policy Number: GP - 01

Date Adopted: 06/08/20

Version: 1.0

Date Last Reviewed: 06/08/20

Office Responsible: President's

Reviewing Committee: Board of Trustees

The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the President, will be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, Board committees and the President to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.
4. The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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	Policy Review: EL-11 Entrepreneurial Activity
	(BOARD POLICY: EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity)
Description:	
Enclosed for your consideration is policy EL-11 Entrepreneurial Activity, and in particular my interpretation of the policy.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of approving or amending policy EL-11 Entrepreneurial Activity.	
Action Taken:	
MOTION BY TRUSTEE LAKE TO APPROVE THE CEO'S COMBINATION OF THE PREVIOUS POLICIES EL-13 ENTREPRENEURIAL ACTIVITY AND EL-11 ENDS FOCUS OF GRANTS OR CONTRACTS POLICIES INTO EL-11 ENTREPRENEURIAL ACTIVITY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.	



Governance Process	Ends
Board- President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Executive Limitations

Policy Title: Entrepreneurial Activity

Policy Number: EL-11

Date Adopted: 11/11/19

Version: 2.0

Date Last Reviewed: 3/8/21

Office Responsible: President's

Reviewing Committee: Board of Trustees

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

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

1. Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.
2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:
 - Contributes directly to the achievement of ENDS;
 - Contributes to alignment and partnerships with community organizations;
 - Enhances student learning opportunities;
 - Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;
 - Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and
 - Generates revenue from alternative sources that support the sustainability of the College, and supports a business model redesign.
3. Enter into any grant funding arrangement that does not support the achievement of at least one of the ENDS, or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
3.8.21	2.0	Relevant content from eliminated EL-11 added.	President / CEO
12.16.21	2.0	Renamed EL-11 (instead of EL-13, to assist with numerical ordering.)	President / CEO



Jackson College Board of Trustees

Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 03.14.22

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

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

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

03.10.2022

Date

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

- 1) Revenue-Enhancement Activities – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e.,

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

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

Compliance will be demonstrated when:

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

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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 Board Spring Planning Session Agenda

(BOARD POLICY: GOVERNANCE PROCESS: GP-03 Board Planning Cycle And Agenda)

Enclosed for your review and approval is the agenda for the Jackson College Board Spring Planning Session scheduled for March 21st, 7:30A - 12:00P. A full breakfast is being provided at 7:00A.

Recall that Rose Mercier from Govern for Impact will be with us to help us move through the translation of the comments obtained through the Ownership-Linkage process, into possible actions toward the Board's ENDS policy statement. Additionally, we will spend time discussing my intentions for FY '23 and their implications for budget and operations. I look forward to the discussion.

Resource Impact:

None

Requested Board Action:

Board's review and approval of the Jackson College Board Spring Planning Session.

Action Taken:

MOTION BY TRUSTEE PATTERSON TO APPROVE THE BOARD SPRING PLANNING SESSION AGENDA. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

BOARD OF TRUSTEES SPRING PLANNING MEETING

Action & Information Report

Board Meeting Date: March 21, 2022



- 7:00am BREAKFAST
- 7:30am 1.0 Call to Order & Pledge of Allegiance
- 7:31am 2.0 Declaration of Conflict of Interest
- 7:32am 3.0 Public Comments (comments limited to 5 minutes)
- 7:35am 4.0 Ownership Linkage Findings
- 8:30am 5.0 ENDS Evaluation & Modification
- 9:30am 6.0 FY'23 Context Setting Discussion
6.1 President's Strategic Agenda
- 9:50am 7.0 Budget Discussion
7.1 FY '22 Performance
7.2 Proposed FY '23 Budget Targets
7.3 HEERF Fund Budgeting and Deployments
7.4 Cash Control Update
- 10:50am 8.0 Other College Items
8.1 Consideration of Board Committees
8.2 College Feature
8.2.1 College Brand, Signature, & Marketing
8.2.2 Affinity Groups
8.3 Board Succession Planning
8.4 2022 Govern for Impact Hybrid Conference
- 11:45am 9.0 Board Items/Comments
- 11:55am 10.0 Plus/Delta
- 12:00pm 11.0 Adjourn

*Breaks at the call of the Chairman



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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 Regularly Scheduled CEO Performance Monitoring

7.1.1 2022 Monitoring: EL-11 Entrepreneurial Activity

(BOARD POLICY: BOARD-CEO DELEGATION: BCE-04 Monitoring President Performance)

Enclosed for your review is the 2022 Monitoring Report for EL-11 Entrepreneurial Activity. You will note that my report indicates full compliance according to my interpretations (as previously approved by the Board).

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-11 ENTREPRENEURIAL ACTIVITY AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.



Jackson College Board of Trustees

Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 03.14.22

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

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

03.10.2022

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

Date

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

- 1) Revenue-Enhancement Activities – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e.,

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

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

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) Prior to FY '22, though analyses were conducted, no formal business plans were created or maintained. Beginning in FY '22, new business plans will be generated and retained by the College's Business Office.
- b – d) Confirmation that all activities were considered by the CEO, in projections for fully-burdened expenses, and annual revenues over expenses.

Activity	Activity Type	Revenue/Expense Ratio
Child Care	Mission-Support	5.34
Jets Store	Mission-Support	0.98
Hospitality Services	Mission-Support	0.42

Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.04
JPEC	Mission-Support	1.53
DK Security	Mission-Support	N/A
TRIO	Grant-Based Mission Support	0.84
Perkins	Grant-Based Missions Support	0.76

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

a – b) The table below provides all entrepreneurial and mission-support activities to ensure they meet one of the above criteria.

Activity	All Applicable Criteria	Specific rational for the criteria
Child Care	Directly contributes to achievement of ENDS E-01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education.
Jets Store	Directly contributes to achievement of ENDS E-01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items) are important, particularly since the College has residents and the Central Campus is distant from resources.
Hospitality Services	<p>Directly contributes to achievement of ENDS E-01.</p> <p>Generates revenue from non-traditional sources in order to ensure the ongoing viability of the institution through a new business model design;</p> <p>Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and</p> <p>Contributes to partnerships and alliances with community organizations;</p>	Catering is an obvious opportunity to append to hospitality services for students' meal plans, and employees, in order to generate additional revenue. Further, given that our catering services are now a College operation, versus an external vendor, our name and connection to the broader community is enhanced.
Oasis Center	Directly contributes to achievement of ENDS E-01 (3.3)	Mental wellness has been a topic of increased concern due, in part, to COVID. Providing services to students to improve their mental health, and hopefully intercept instances of suicide, are important in our service to the whole student.
Medical Clinic	<p>Directly contributes to achievement of ENDS E-01 (3.2; 3.3; 4.1)</p> <p>Enhances student learning opportunities</p>	Physical well-being is vital to student learning. Furthermore, this clinic provides for clinical opportunities for nursing and allied health student's curricular requirements. Finally, the College has a student residence program, thus, proximity to health care is essential given that many students do not have reliable transportation.

Activity	All Applicable Criteria	Specific rational for the criteria
JPEC	Directly contributes to achievement of ENDS E-01 (3.1; 3.2; 3.3; 5.3) Positions the College as an innovative leader in areas that may provide new market opportunities.	Few community colleges nationally have a 6-13 grade public school academy on their campus, yet research demonstrates that having a campus presence leads to more college-going behaviors. Further, JPEC's placement on the Central Campus provides multiple opportunities for dual-enrollment educational experiences.
DK Security	Directly contributes to achievement of ENDS E-01 (3.3; 5.4)	The ability for students to learn in a safe environment is essential to learning and is deemed vital given the number of evening classes, events, and for the benefit of student residents. The physical presence of security services at all instructional sites helps to reduce crime.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

EVIDENCE:

- a) The table below provides an analysis of all grant activity and associate Billing Contact Hour activity and ENDS relationship.

Grant	BCH Contribution	Specific ENDS contribution
TRIO	129 students currently participate in the TRIO program, all of which 40 students register part-time or less and 89 register as full-time students, thereby generating 1,924 additional billing contact hours per year.	<p>The TRIO grant is awarded on a five-year cycle, with the annual budget being approved once a year in September based on the JC TRIO grant and the US DOE approved overall budget.</p> <p>The TRIO Grant is able to serve 150 students total who are first generation college students or have a documented disability or who are income eligible based on the State of Michigan's poverty level (changes every year).</p> <p>END #3 "Diverse populations of students experiencing learning and academic success responsive to</p>

		their unique whole student needs”.
Perkins	N/A	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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 CEO Compliance Review

(BOARD POLICY: BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance)

Enclosed is a report that provides an update on my progress with the monitoring reports presented to the Board thus far, with the compliance status noted, as well as when compliance is expected.

I would like to discuss the frequency of these reports once all have been considered by the board on at least one occasion.

I look forward to addressing any questions you may have.

Resource Impact:

None

Requested Board Action:

Discussion surrounding the President's compliance review.

Action Taken:

President Phelan provided an update on the monitoring reports presented to the Board thus far, with the compliance status noted, as well as when compliance is expected. He also suggested that the board could consider staggering monitoring of policies over the course of multiple years rather than every year, as an option for the Board to consider.



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 – Partially Compliant 2.14.22 – Fully Compliant	Yes	n/a`	n/a	n/a	n/a	Compliant 2.14.22
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.	
EL – 03 Planning	9.13.21	Yes	n/a	n/a	n/a	n/a	Compliant 9.13.21



President/CEO Monitoring Report Compliance

Jackson College

EL – 04 Financial Conditions & Activities	11.9.20 – Partially compliant 1.11.21 – Fully compliant	No Partial	Item 6. Allow tax payments or other government ordered 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 1.11.21
EL – 05 Asset Protection	10.11.21	No Partial	<p>Item 2: Interpretation needed.</p> <p>Item 3: Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.</p> <p>Item 5.1: Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.</p> <p>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 College by a bidder, and 4) Local vendor preference.</p>	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>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>				
EL – 06 Investments	5.10.21	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.21



President/CEO Monitoring Report Compliance

Jackson College

EL – 07 Compensation and Benefits	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 08 Communication & Support to the Board	11.9.20	Yes	n/a	n/a	n/a	n/a	Compliant 11.9.20
EL – 09 Organization Culture	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 10 Access to Education	2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 11 Entrepreneurial Activity	3.8.21 3.14.22	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: March 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 Board Self-Monitoring Survey Results: GP-01 Governing Style

(**BOARD POLICY:** GOVERNANCE PROCESS: GP-01 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:

Trustees mutually agreed upon the overall positive aggregate responses.



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-01 AUDIT COMMITTEE TERMS OF REFERENCE DATE: 03.14.22

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

The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints, strategic leadership, clear distinction of Board and President roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

Have we acted consistently with this item of policy?

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.
 - "Currently involved in extensive Ownership input with scheduled groups representing a wide Variety of sectors of the Community form Education to Manufacturing, Non-Profits, Healthcare & local Governing Boards"

4. *Item 1:*

The Board will cultivate a sense of group responsibility. The Board, not the President, will be responsible for excellence in governing. The Board will initiate policy, not merely react to President initiatives. The Board will use the expertise of individual Trustees, Board committees and the President to

enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.

Have we acted consistently with this item of policy?

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



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

- *“Currently functioning board Committee to review Presidential Compensation & Benefits as they relate to comparably sized College & Leadership School nationwide.”*

6. **Item 2:**

The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results

Have we acted consistently with this item of policy?

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



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

- *“Complete revamp of prior Policies originally establish when the College transitioned to Carver Board Governance to current updates with the assistance of a Carver Trained Coach.”*

8. *Item 3:*

The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force

Have we acted consistently with this item of policy?

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



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

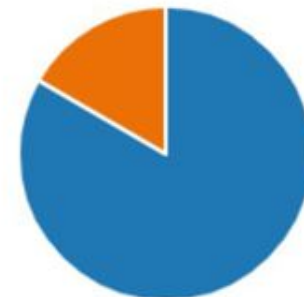
- “Assigned readings are not always thoroughly reviewed and digested before meeting but enough so in full discussion & dialog impact is revealed to all.”

10. *Item 4:*

The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.

Have we acted consistently with this item of policy?

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



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

- *“We proceed as thoroughly as possible through periods when we are unable to have full Board attendance due to excused absences.”*

12. Other Board Comments:

- *“Our board takes its responsibilities seriously all of the time and I’ve never been disappointed with any of our actions.”*
- *“Board cohesion and camaraderie are important in achieving honest relations and progress in the work the Board does. As a group I believe we have that.”*
- *“I feel very confident that the Jackson College Board of Trustees works well within the boundaries of Policy Governance. We have had exceptional training and guidance to keep all of our ideas and actions within style of Policy Governance.”*

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



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

Subject to be Discussed and Policy Reference:	
9.0 Information Requested by the Board	
9.1 President Compensation Committee Report	
(<u>BOARD POLICY</u>: BOARD-CEO DELEGATION: BCD-06 President Compensation)	
<p>At the request of Chairman Barnes during the February 14th Jackson College Board of Trustees meeting, Vice-Chairman Crist, Trustee Mathein, and Trustee Patterson participated in a subcommittee meeting to evaluate secondary research on presidential compensation, including data from the League for Innovation of Community Colleges (of which Jackson College is one of 20 members), and data from the Americian Association of Community Colleges.</p> <p>This time has been set aside for them to report back to the full Board with their findings and for the board to consideration any action they may wish to take relative to my compensation levels.</p>	
Resource Impact:	
None	
Requested Board Action:	
Review of the presidential compensation data.	
Action Taken:	
Trustee Heins, Trustee Lake, and Trustee Hoffman requested a written report showing current total compensation, relevant comparisons, and recommendations from the President Compensation Committee, to be discussed at the next regular Board meeting on April 11th, 2022.	

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



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.2 January 2022 Financial and Auxiliary Reports</p> <p>(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities)</p>
<p>For the Board's quarterly review the January 2022 Financial and Auxiliary Reports can be found in the Resource Center of Diligent Boards. The memo includes the required variances as well as information on the deferred maintenance, life safety fund, and the Jets Store.</p> <p>I am happy to answer any questions you may have.</p>
Resource Impact:
None
Requested Board Action:
Review of the January 2022 Financial and Auxiliary Reports.
Action Taken:
President Phelan presented the January 2022 Financial and Auxiliary Reports for the Board's review, to be more deeply discussed at the Board's Spring Planning Session on March 21st, 2022.



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
January 31, 2022

Jackson College
Memo From Darrell Norris, Vice President of Finance
For the January 31, 2022 Financial Report

Following is the January 31, 2022 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

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

Revenues

- **Tuition and fees** - Favorable to budget, 21/FL and 22/SPR enrollment were 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.
- **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.

Jackson College
Memo From Darrell Norris, Vice President of Finance
For the January 31, 2022 Financial Report

- **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.
- **Transfers - deferred maintenance and life safety** - New fund created within the Building and Site Fund to address deferred maintenance and life safety expenses.
- **Transfers - Jets Store** - the Jets Store is a mission support activity that is created to be financially self sufficient, but in this start up year it has needed general fund support.
- **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 January 31, 2022 interest revenues have exceeded \$421,000. These earnings are designated for future operations. In June 2021, the College made a \$4 million investment in U.S. Government bonds, which is separately presented on the cash and investment summary.
- **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 January 31, 2022 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 Board of Trustees Meeting - Information Requested by the Board

Jackson College
Revenue and Expense Statement
General Fund - FY 22
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

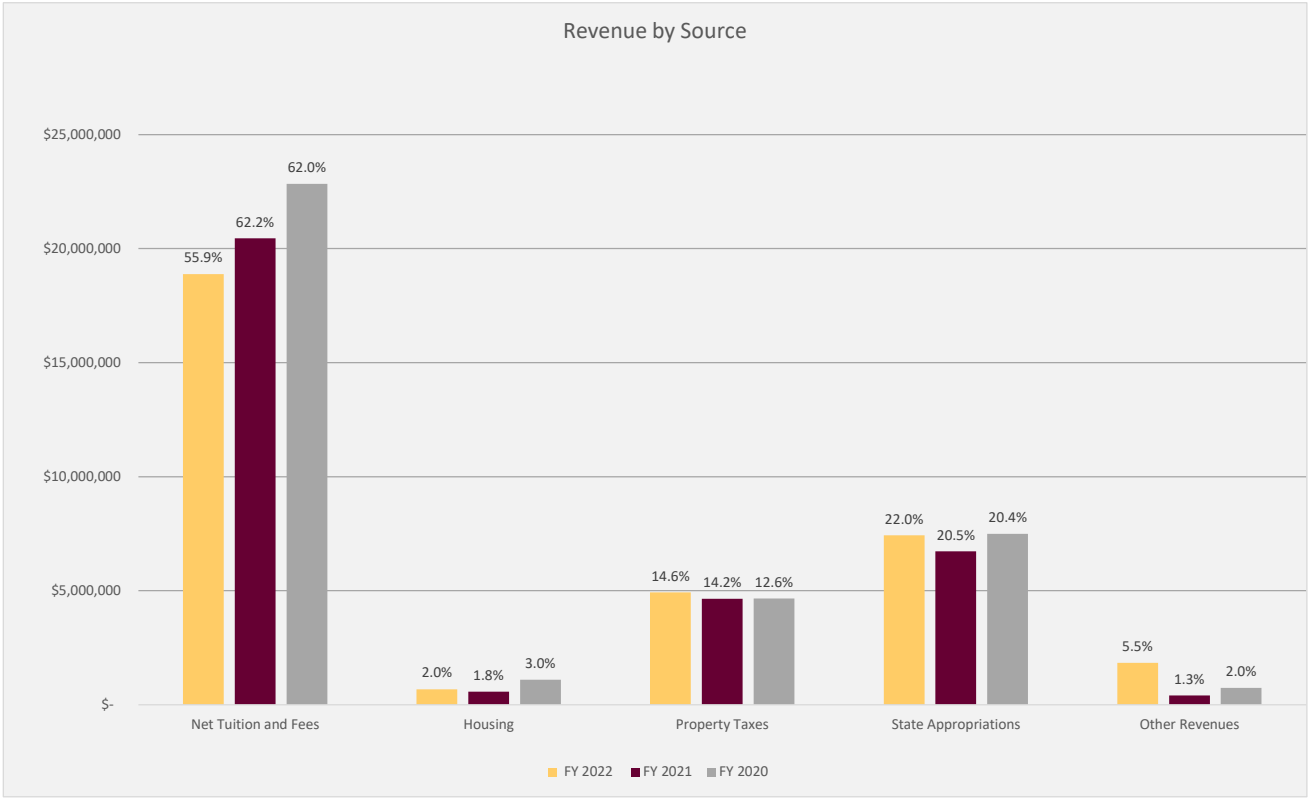
	2021-2022 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
Revenue							
Gross tuition and fees	\$ 21,433,000	51.7%	\$ 19,463,523	90.8%	86.0%	\$ 1,031,143	\$ 20,948,274
Less Institutional Scholarships	(800,000)	-1.9%	(583,814)	73.0%	73.0%	186	(504,042)
Net tuition and fees	20,633,000	49.8%	18,879,709	91.5%	79.5%	1,031,329	20,444,232
Housing	1,400,000	3.4%	683,237	48.8%	85.0%	(506,763)	579,057
Property taxes	5,300,000	12.7%	4,924,496	92.9%	93.0%	(4,504)	4,642,017
State appropriations	12,735,720	30.7%	7,429,170	58.3%	58.3%	4,245	6,725,422
Contract training	4,000	0.0%	45,362	1134.1%	58.3%	43,030	7,459
Potter Center activities	200,000	0.5%	103,251	51.6%	58.3%	(13,349)	-
Hospitality	750,000	1.8%	248,271	33.1%	58.3%	(188,979)	-
Miscellaneous	450,000	1.1%	9,935	2.2%	58.3%	(252,415)	281,547
Transfers	7,500	0.0%	15,043	200.6%	58.3%	10,670	123,335
Transfers - Federal grant funds	-	0.0%	1,421,417	0.0%	0.0%	1,421,417	-
Total revenues	<u>41,480,220</u>	<u>100.0%</u>	<u>33,759,891</u>	<u>81.4%</u>	<u>58.6%</u>	<u>1,544,681</u>	<u>32,803,069</u>
Expenses							
Wages	16,496,606	39.7%	8,697,953	52.7%	57.7%	(820,588)	8,941,923
Retirement	4,439,364	10.7%	2,327,292	52.4%	57.7%	(234,221)	2,455,488
Benefits	2,934,720	7.1%	1,804,552	61.5%	57.7%	111,219	1,701,641
Services - Staffing Agency	3,697,700	8.9%	2,060,435	55.7%	57.7%	(73,138)	1,885,405
Services	2,545,525	6.1%	1,466,679	57.6%	58.3%	(17,362)	1,237,499
Materials	1,994,765	4.8%	1,267,418	63.5%	58.3%	104,470	1,045,518
Rent, utilities, insurance	1,708,000	4.1%	949,724	55.6%	58.3%	(46,040)	907,417
Other operating costs	3,155,000	7.6%	1,555,231	49.3%	58.3%	(284,134)	1,014,623
Transfers-major maintenance	64,926	0.2%	37,874	58.3%	58.3%	22	654,077
Transfers-deferred maintenance	-	0.0%	616,204	0.0%	58.3%	616,204	-
Transfers-debt service	4,087,895	9.9%	2,384,605	58.3%	58.3%	1,362	2,427,141
Transfers-Jets Store	-	0.0%	148,320	0.0%	58.3%	148,320	-
Capital equipment	355,000	0.9%	121,595	34.3%	58.3%	(85,370)	53,937
Total expenses	<u>41,479,501</u>	<u>100.0%</u>	<u>23,437,882</u>	<u>56.5%</u>	<u>58.1%</u>	<u>(579,256)</u>	<u>22,324,669</u>
Income over (under) expenses	<u>\$ 719</u>		<u>\$ 10,322,009</u>			<u>\$ 2,123,937</u>	<u>\$ 10,478,400</u>

Jackson College
Revenue and Expense Schedule
HEERF Funds - FY 22
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior years revenues	\$ 1,946,067	\$ 1,946,067	\$ 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	267,159	1,520,395	4,380,468	1,400,349	-	8,124,769
Transfers	-	-	-	-	-	-	-	-	-
Total revenues	-	-	556,398	267,159	1,520,395	4,380,468	1,400,349	-	8,124,769
Fiscal Year 2022 Expenses									
Online course fee scholarships	-	-	-	-	622,252	-	468,722	-	1,090,974
Emergency grants to students	-	-	-	267,159	-	3,448,841	-	-	3,716,000
Student retention	-	-	-	-	1,600	-	-	-	1,600
Wages	-	-	-	-	213,022	40,637	40,637	-	294,296
Retirement	-	-	-	-	65,478	9,297	9,297	-	84,072
Benefits	-	-	-	-	32,756	5,225	5,225	-	43,206
Services	-	-	-	-	124,317	-	-	-	124,317
Materials	-	-	-	-	45,892	1,426	1,426	-	48,744
Other operating costs	-	-	-	-	109,587	200	200	-	109,987
Transfers to general fund	-	-	556,398	-	-	865,019	865,019	-	2,286,436
Capital equipment	-	-	-	-	305,491	9,823	9,823	-	325,137
Total expenses	-	-	556,398	267,159	1,520,395	4,380,468	1,400,349	-	8,124,769
Income over (under) expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

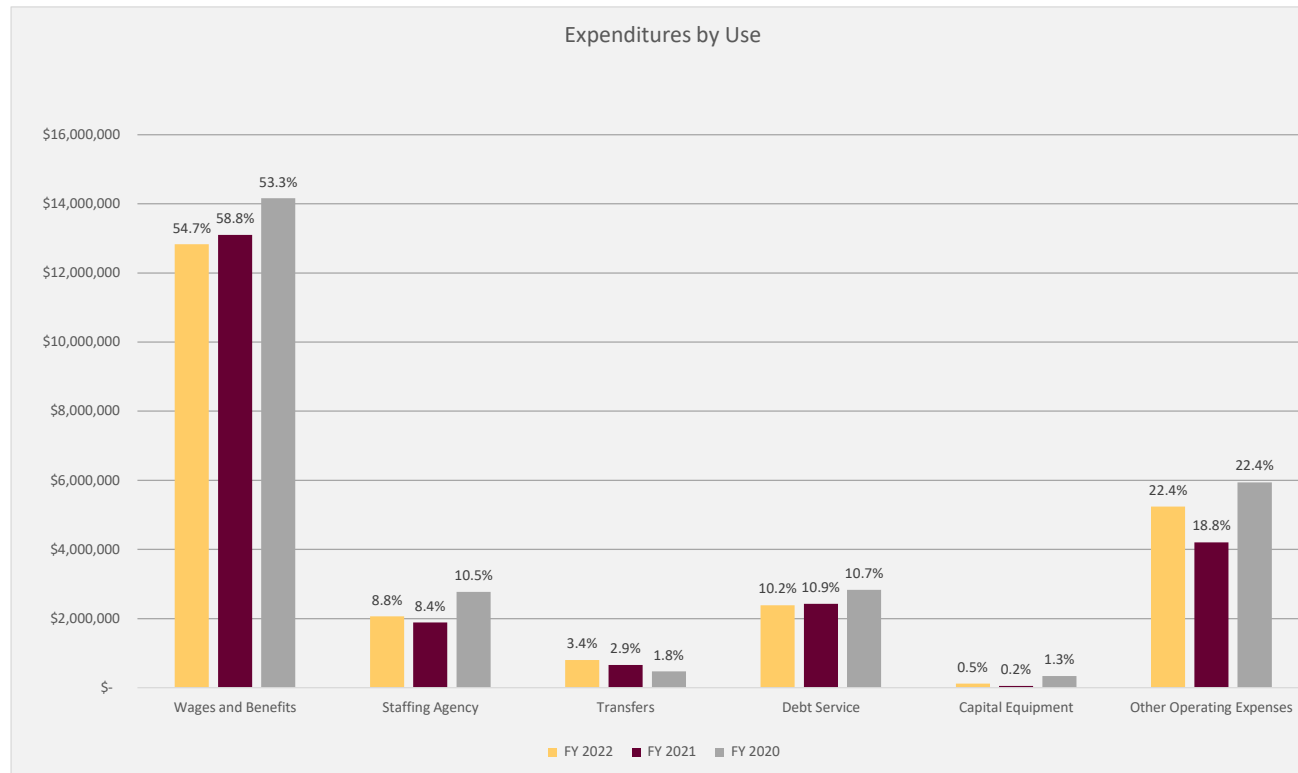
Jackson College
General Fund Revenue Comparison
For the Seven Months Ended January 31, 2022

\$33,759,891



Jackson College
General Fund Expenditure Comparison
For the Seven Months Ended January 31, 2022

\$23,437,882



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

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

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Bookstore Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 8,664,206	\$ 12,123,841	\$ (2,829,543)	\$ -	\$ (233,084)	\$ 17,313	\$ 10,569,945	\$ 505,821	\$ 28,818,499
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	21,013	-	-	21,013
Accounts receivable	8,721,760	25,000	1,032,966	-	120,184	-	295	150	9,900,355
Inventories	72,475	-	-	-	116,466	-	-	-	188,941
Other assets	201,511	-	26,950	-	-	-	77,310,142	-	77,538,603
Total assets	17,659,952	12,148,841	(1,769,627)	-	3,566	38,326	87,880,382	505,971	116,467,411
Liabilities and Fund Balance									
Accounts payable	347,711	-	3,980	-	-	-	1,877,198	-	2,228,889
Accrued liabilities	2,871,507	-	-	-	-	-	34,866,120	-	37,737,627
Deferred liabilities	2,479,492	-	-	-	-	-	-	-	2,479,492
Unearned revenue	313,052	-	-	-	-	-	-	-	313,052
Other liabilities	622,397	-	171,441	-	3,566	-	-	-	797,404
Total liabilities	6,634,159	-	175,421	-	3,566	-	36,743,318	-	43,556,464
Fund balance	11,025,793	12,148,841	(1,945,048)	-	-	38,326	51,137,064	505,971	72,910,947
Total liabilities and fund balance	\$ 17,659,952	\$ 12,148,841	\$ (1,769,627)	\$ -	\$ 3,566	\$ 38,326	\$ 87,880,382	\$ 505,971	\$ 116,467,411
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	33,759,891	41,486	17,089,491	-	284,199	3,179	5,246,361	65,634	56,490,241
Current year expenses	23,437,882	10,000	19,396,164	-	284,199	-	8,110,702	79,249	51,318,196
Ending fund balance	\$ 11,025,793	\$ 12,148,841	\$ (1,945,048)	\$ -	\$ -	\$ 38,326	\$ 51,137,064	\$ 505,971	\$ 72,910,947

Jackson College
Balance Sheet
Building and Site Fund - FY 22
January 31, 2022
Preliminary - Unaudited

	Building and Site Fund
Assets	
Cash	\$ 5,701,482
Investments	-
Accounts receivable	295
Due from other funds	-
Total assets	<u>5,701,777</u>
Liabilities and Fund Balance	
Accounts payable	1,877,198
Other liabilities	-
Total liabilities	<u>1,877,198</u>
Fund balance	3,824,579
Total liabilities and fund balance	<u><u>\$ 5,701,777</u></u>

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

	Balance July 1, 2021	Revenue	Expenditures	Balance January 31, 2022
Major Maintenance and Equipment Replacement	\$ 8,588,594	\$ 2,236,537	\$ 7,616,756	\$ 3,208,375
Deferred Maintenance and Life Safety	-	616,204	-	616,204
Total	<u><u>\$ 8,588,594</u></u>	<u><u>\$ 2,852,741</u></u>	<u><u>\$ 7,616,756</u></u>	<u><u>\$ 3,824,579</u></u>

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

	Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue				
Housing	-	683,237	-	-
Sales	-	-	135,879	-
Potter Center activities	-	-	-	103,251
Hospitality	248,271	-	-	-
Miscellaneous	-	-	-	-
Transfers - General Fund	-	-	148,320	-
Transfers - Federal grant funds	-	1,421,417	-	-
Total revenues	248,271	2,104,654	284,199	103,251
Expenses				
Wages	254,872	101,745	44,445	138,952
Retirement	54,351	19,406	11,594	44,690
Benefits	61,846	18,338	5,381	30,703
Services - Staffing Agency	9,990	-	-	-
Services	13,127	5,605	200	4,454
Materials	207,931	7,470	220,100	1,042
Rent, utilities, insurance	90	-	-	-
Other operating costs	5,292	13,487	2,049	94,038
Transfers	-	-	-	-
Transfers-debt service	-	700,000	-	-
Capital equipment	7,595	2,195	430	-
Total expenses	615,094	868,246	284,199	313,879
Income over (under) expenses	\$ (366,823)	\$ 1,236,408	\$ -	\$ (210,628)

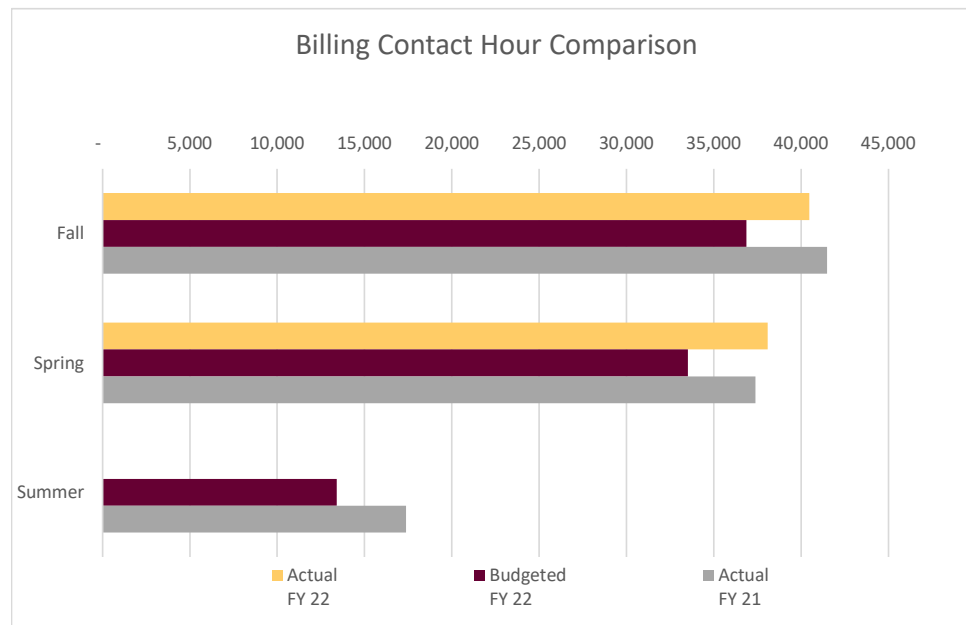
Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College
Cash and Investments by Fund - FY 22
January 31, 2022
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	2,154,414	(228,534)	(14,901)	-	-	(238,136)	17,313	5,701,482	4,868,463	500,791	12,760,892
Cash-Comerica Federal Funds	-	-	(32,067)	-	48,089	-	-	-	-	-	16,022
VISA Account	272,068	-	-	-	-	5,052	-	-	-	316	277,436
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	-	-	7,268	-	-	-	-	-	-	-	7,268
Cash-Comerica State Wire	50,482	-	-	-	-	-	-	-	-	-	50,482
Cash-Payroll	3,696,118	-	(2,469,488)	-	(1,228,673)	-	-	-	-	-	(2,043)
County National Bank	483,658	-	44,848	-	-	-	-	-	-	-	528,506
Ref Pay	4,317	-	-	-	-	-	-	-	-	-	4,317
Cultural Affairs Checking	3,149	-	-	-	-	-	-	-	-	-	3,149
MNJTP	-	-	-	-	815,381	-	-	-	-	-	815,381
U.S. Government Bonds	-	3,930,960	-	-	-	-	-	-	-	-	3,930,960
MILAF	2,000,000	8,421,415	-	-	-	-	-	-	-	-	10,421,415
	8,664,206	12,123,841	(2,464,340)	-	(365,203)	(233,084)	17,313	5,701,482	4,868,463	505,821	28,818,499
Investments											
Common Stock	-	-	-	-	-	-	21,013	-	-	-	21,013
Total cash and investments	<u>\$ 8,664,206</u>	<u>\$12,123,841</u>	<u>\$(2,464,340)</u>	<u>\$ -</u>	<u>\$ (365,203)</u>	<u>\$ (233,084)</u>	<u>\$ 38,326</u>	<u>\$ 5,701,482</u>	<u>\$ 4,868,463</u>	<u>\$ 505,821</u>	<u>\$ 28,839,512</u>

Jackson College
Billing Contact Hours
January 31, 2022
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	38,089	113.6%	37,384	101.9%
Summer	13,408	-	0.0%	17,373	0.0%
Total	83,800	78,562	93.7%	96,234	81.6%



Jackson College
Revenue and Expense Statement
Hospitality Services - Summary
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

	2021-2022 Original Budget	Current Period January 2022	Actual Year to Date	Percentage of Budget to Date
Revenue				
Food Service	\$ 85,000	\$ 17,620	\$ 68,857	81%
Catering revenue	5,000	25,039	84,996	1700%
Building Rental	10,000	-	-	0%
Meal Plans	650,000	15,009	93,517	14%
Concessions	-	421	881	0%
Over/Short	-	20	20	0%
Total revenue	\$ 750,000	\$ 58,109	\$ 248,271	33%
Cost of goods				
Beverage Supplies	-	2,862	13,748	0%
Food Supplies	336,240	44,633	185,209	55%
Disposables	30,000	485	4,007	13%
General Supplies	-	610	2,894	0%
Total cost of goods	\$ 366,240	\$ 48,590	\$ 205,858	56%
Gross margin	\$ 383,760	\$ 9,519	\$ 42,413	11%
Operating expenses				
Payroll expenses				
Overtime	-	3,454	13,143	0%
Director	71,000	6,746	30,024	42%
Technicians	136,571	68,319	203,452	149%
Perm. Part Time	-	1,583	5,471	0%
Temporary Help	-	647	647	0%
Student Employees	-	2,135	2,135	0%
Ret. & Soc. Sec.	57,082	17,420	54,351	95%
Fringe Benefits	37,363	17,534	61,846	166%
Staffing Agency-Catering	-	1,566	9,990	0%
Total payroll expenses	\$ 302,016	\$ 119,404	\$ 381,059	126%
General and administrative expenses				
Contracted Services	-	2,200	5,495	0%
Laundry	-	844	7,632	0%
Office Supplies	-	34	81	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	7,595	7,595	152%
Total general and administrative expenses	\$ 22,500	\$ 16,679	\$ 28,177	125%
Total operating expenses	\$ 324,516	\$ 136,083	\$ 409,236	126%
Net profit (loss)	\$ 59,244	\$ (126,564)	\$ (366,823)	

Jackson College
Revenue and Expense Statement
Hospitality Services - Cafeteria and Coffee Shop
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period January 2022	Actual Year to Date	Percentage of Budget to Date
Revenue					
01-3519000-1-1108	Food Service	\$ 85,000	\$ 7,025	\$ 61,223	72%
01-3519000-1-1109	Catering revenue	5,000	17,253	84,996	1700%
01-3519000-1-1537	Building Rental	10,000	-	-	0%
01-3519000-1-1569	Meal Plans	650,000	322	59,978	9%
01-3519000-1-1572	Concessions	-	278	881	
01-3519000-1-1102	Over/Short	-	19	20	0%
Total revenue		\$ 750,000	\$ 24,897	\$ 207,098	28%
Cost of goods					
01-3519000-1-5317	Beverage Supplies	-	1,344	13,748	0%
01-3519000-1-5318	Food Supplies	336,240	15,263	159,952	48%
01-3519000-1-5319	Disposables	30,000	341	4,007	13%
01-3519000-1-5357	General Supplies	-	193	2,211	0%
Total cost of goods		\$ 366,240	\$ 17,141	\$ 179,918	49%
Gross margin		\$ 383,760	\$ 7,756	\$ 27,180	7%
Operating expenses					
Payroll expenses					
01-3519000-1-5109	Overtime	-	958	11,944	0%
01-3519000-1-5116	Director	71,000	3,281	30,024	42%
01-3519000-1-5130	Technicians	136,571	27,924	157,984	116%
01-3519000-1-5143	Perm. Part Time	-	-	3,888	0%
01-3519000-1-5144	Temporary Help	-	-	647	0%
01-3519000-1-5158	Student Employees	-	168	2,135	0%
01-3519000-1-5181	Ret. & Soc. Sec.	57,082	6,912	43,992	77%
01-3519000-1-5182	Fringe Benefits	37,363	7,377	47,569	127%
01-3519000-1-5230	Staffing Agency-Catering	-	191	9,990	0%
Total payroll expenses		\$ 302,016	\$ 46,811	\$ 308,173	102%
General and administrative expenses					
01-3519000-1-5225	Contracted Services	-	2,200	5,495	0%
01-3519000-1-5271	Laundry	-	414	7,632	0%
01-3519000-1-5353	Office Supplies	-	34	81	0%
01-3519000-1-5355	Printing	-	-	24	0%
01-3519000-1-5371	Custodial Supplies	10,500	-	475	5%
01-3519000-1-5374	Uniforms	-	-	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	0%
01-3519000-1-5603	Licenses	-	-	-	0%
01-3519000-1-5821	Office Equipment	5,000	7,595	7,595	152%
Total general and administrative expenses		\$ 22,500	\$ 10,243	\$ 23,395	104%
Total operating expenses		\$ 324,516	\$ 57,054	\$ 331,568	102%
Net profit (loss)		\$ 59,244	\$ (49,298)	\$ (304,388)	

Jackson College
Revenue and Expense Statement
Hospitality Services - Subway
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period January 2022	Actual Year to Date	Percentage of Budget to Date
Revenue					
01-3519100-1-1108	Food Service	\$ -	\$ 1,791	\$ 7,634	0%
01-3519100-1-1569	Meal Plans		-	33,539	
01-3519100-1-1102	Over/Short	-	-	-	0%
Total revenue		\$ -	\$ 1,791	\$ 41,173	0%
Cost of goods					
01-3519100-1-5317	Beverage Supplies	-	-	-	0%
01-3519100-1-5318	Food Supplies	-	5,928	25,257	0%
01-3519100-1-5319	Disposables	-	-	-	0%
01-3519100-1-5357	General Supplies	-	-	683	0%
Total cost of goods		\$ -	\$ 5,928	\$ 25,940	0%
Gross margin		\$ -	\$ (4,137)	\$ 15,233	0%
Operating expenses					
Payroll expenses					
01-3519100-1-5109	Overtime	-	101	1,199	0%
01-3519100-1-5130	Technicians	-	7,255	45,468	0%
01-3519100-1-5143	Perm. Part Time	-	533	1,583	0%
01-3519100-1-5181	Ret. & Soc. Sec.	-	1,733	10,359	0%
01-3519100-1-5182	Fringe Benefits	-	2,258	14,277	0%
Total payroll expenses		\$ -	\$ 11,880	\$ 72,886	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	0%
01-3519100-1-5603	Licenses	-	-	803	0%
01-3519100-1-5821	Office Equipment	-	-	-	0%
Total general and administrative expenses		\$ -	\$ -	\$ 4,782	0%
Total operating expenses		\$ -	\$ 11,880	\$ 77,668	0%
Net profit (loss)		\$ -	\$ (16,017)	\$ (62,435)	

Jackson College
Revenue and Expense Statement
Jets Store
For the Seven Months Ended January 31, 2022
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period January 2022	Actual Year to Date	Percentage of Budget to Date
Revenue					
42-0000000-1-1103	Sales - Textbooks	\$ (5,000)	\$ (33,084)	\$ 64,367	0%
42-0000000-1-1105	Sales - Supplies	5,000	20,296	55,090	1102%
42-0000000-1-1107	Sales - Clothing	-	1,728	15,022	0%
42-0000000-1-1572	Miscellaneous Revenue	-	-	1,400	0%
42-0000000-1-1701	Transfers in - General Fund	-	33,961	148,320	0%
Total revenue		\$ -	\$ 22,901	\$ 284,199	0%
Cost of goods					
42-0000000-1-5003	Cost of Sales-Textbooks	-	505	219,005	0%
42-0000000-1-5005	Cost of Sales-supplies	-	-	395	0%
Total cost of goods		\$ -	\$ 505	\$ 219,400	0%
Gross margin		\$ -	\$ 22,396	\$ 64,799	0%
Operating expenses					
Payroll expenses					
42-0000000-1-5109	Overtime	-	1,064	1,374	0%
42-0000000-1-5116	Director	-	3,281	18,372	0%
42-0000000-1-5130	Technicians	-	9,762	18,886	0%
42-0000000-1-5144	Temporary Help	-	-	5,813	0%
42-0000000-1-5181	Ret. & Soc. Sec.	-	4,013	11,594	0%
42-0000000-1-5182	Fringe Benefits	-	3,590	5,381	0%
Total payroll expenses		\$ -	\$ 21,710	\$ 61,420	0%
General and administrative expenses					
42-0000000-1-5225	Contracted Services	-	-	200	0%
42-0000000-1-5353	Office Supplies	-	-	700	0%
42-0000000-1-5517	Institutional Memberships	-	175	175	0%
42-0000000-1-5562	Freight Out	-	511	1,874	0%
42-0000000-1-5821	Office Equipment	-	-	430	0%
Total general and administrative expenses		\$ -	\$ 686	\$ 3,379	0%
Total operating expenses		\$ -	\$ 22,396	\$ 64,799	0%
Net profit (loss)		\$ -	\$ -	\$ -	

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



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p style="padding-left: 40px;">9.3 Next Board Meeting Topics</p> <p style="text-align: center;">(<u>BOARD POLICY</u>: GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda)</p>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (April 11th, 2022). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> Policy Review and Survey Results: GP-02 Board Job Contributions Policy Review and Survey Results: GP-04 Role of Board Chair Policy Review & 2022 Monitoring: EL-12 Land Use Policy Review & 2022 Monitoring: EL-00 General Executive Constraint Policy Review & 2022 Monitoring: EL-02 Treatment of Staff
Resource Impact:
None
Requested Board Action:
Review of currently anticipated topics.
Action Taken:
<p>The following items were added to the above approved list:</p> <ul style="list-style-type: none"> President Compensation Committee Report MLK Voting / Nominee Pool Policy Officer Election Environment Social Governance (ESG) Distinguished Service Award Recipient Consideration Distinguished Service Award Presenter for Commencement Consideration:

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



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board 9.4 Distinguished Service Award Recipient Consideration (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:	
Following the introduction of this topic at last month's board meeting, I request any recommendations, and final approval of the Board's Distinguished Service Award recipient for 2022. Enclosed is a list of prior year recipients as a reference for you.	
Resource Impact:	
None	
Requested Board Action:	
Discussion and approval of Distinguished Service Award recipient for 2022.	
Action Taken:	
Distinguished Service Award for 2022. President Phelan noted that Board members that retire automatically receive this reward. Names for further consideration at the next regular meeting include Leland Bassett, Frank Dick, Martha Petry, and Phil Moilanen.	

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: March 14, 2022



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
	9.5 Distinguished Service Award Presenter for Commencement Consideration
	(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 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 request determination and action by the Board of Trustee for a presenter at the 2022 ceremony for the Distinguished Service Award recipient for 2022</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration of presenter for the Distinguished Service Award recipient for the 2022 graduation ceremony.	
Action Taken:	
This will be discussed when the recipient is chosen at the next regular meeting.	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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: GP-01 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 Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

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

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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: GP-01 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:

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



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

Subject to be Discussed and Policy Reference:
12.0 Adjourn (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order)
Board action is required to adjourn the meeting.
Resource Impact:
None
Requested Board Action:
Meeting Adjournment
Action Taken:
MOTION BY TRUSTEE HOFFMAN "To adjourn." ROLL CALL VOTE: TRUSTEES BARNES, HEINS, MATHEIN, CRIST, LAKE, HOFFMAN, AND PATTERSON VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:27 pm ET.