

# Jackson College Board of Trustees Spring Planning Session

7:00am - BREAKFAST



March 21, 2022 07:30 AM - 12:00 PM

<b>Agenda Topic</b>	<b>Page</b>
Agenda	1
Entry Protocol	3
1. 7:30am - Call to Order & Pledge of Allegiance	4
2. 7:31am - Declaration of Conflict of Interest*	5
3. 7:32am - Public Comments (comments limited to 5 minutes)	6
4. 7:35am - Ownership Linkage Findings	7
5. 8:30am - ENDS Evaluation & Modification	20
6. 9:30am - FY'23 Context Setting Discussion	24
6.1 President's Strategic Agenda	24
6.2 Jackson College Foundation Leadership Transition	36
7. 9:50am - Budget Discussion	37
7.1 FY'22 Performance	38
7.2 HEERF Fund Budgeting and Deployments	40
7.3 Cash Control Update / Cybersecurity Update	42
7.4 Proposed FY'23 Budget Targets	64
8. 10:50am - Other College Items	92
8.1 Consideration of Board Committees	93
8.2 College Feature	94
8.2.1 Affinity Groups	94

8.3	Board Succession Planning	95
9.	11:45am - Board Items / Comments	98
10.	11:55am - Plus / Delta	99
11.	12:00pm - Adjourn	100

(\*) 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
<b>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 NOTE: Phases may be rescinded at any time should medical and safety needs warrant.</b>		
Timing	Phase 1 begins <b>03.14.22</b>	Phase 2 begins <b>04.25.22</b>
<b>Checkpoint/ Daily Screening</b>	<ul style="list-style-type: none"> <li>▪ <u>Everyone</u>: Temperature Scan at checkpoint discontinued.</li> <li>▪ Discontinue use of the health screening app prior to arriving on campus.</li> <li>▪ Check point will verbally/visually screen for symptoms and travel.</li> <li>▪ <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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Checkpoint use is discontinued.</li> <li>▪ Emmons Road Entrance opened</li> </ul>
<b>Testing</b>	<ul style="list-style-type: none"> <li>▪ <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.</li> <li>▪ <u>Unvaccinated</u>: required weekly testing is discontinued</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Everyone</u>: Continue to test 3-5 days after travel or large gatherings</li> </ul>
<b>Vaccination</b>	<ul style="list-style-type: none"> <li>▪ Required for Resident Students</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recommended COVID-19 vaccination for residents, employees and students</li> <li>▪ Employees with vaccination designation on their ID, may request new ID without it.</li> </ul>
<b>COVID-19 Positive</b>	<ul style="list-style-type: none"> <li>▪ <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.</li> <li>▪ <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.</li> <li>▪ <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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <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.</li> <li>▪ <u>Students</u>: Positive case in classroom, student is confined for 5 -days post wellness, though class will continue.</li> <li>▪ <u>Unvaccinated</u>: Return to dining in the lower commons.</li> </ul>
<b>Face Coverings</b>	<ul style="list-style-type: none"> <li>▪ <u>Everyone</u>: Masks are still required</li> </ul>	<ul style="list-style-type: none"> <li>▪ <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.</li> </ul>
<b>Physical Distancing</b>	<ul style="list-style-type: none"> <li>▪ Additional seating is restored in dining commons (but not at full capacity during the day), classrooms remain physically-distanced</li> <li>▪ <u>Residential students</u>: Allowed to go between Gold and Maroon Halls to visit friends.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Physical distancing no longer required.</li> <li>▪ Guests may visit residential students inside the halls.</li> <li>▪ Full capacity is restored in dining commons and theaters.</li> <li>▪ Full capacity in classrooms is restored.</li> </ul>

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 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  
(**BOARD POLICY:** 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 SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 2022



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

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

2.0 Declaration of Conflict of Interest

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

**Description:**

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.

Should a conflict be present, it is requested that the member note the item in question, and abstain from any action concerning said item.

A roll call vote is required for this item.

**Resource Impact:**

None

**Requested Board Action:**

Roll Call Consideration of any actual or perceived conflict of interest with agenda items.

**Action Taken:**

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
3.0 Public Comments (limit of 5 minutes per person)  <p style="text-align: center;"><b>(<u>BOARD POLICY</u>: GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership)</b></p>
<b>Description:</b>
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. 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><b><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></b></p> <p><b><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></b></p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Receive comments from persons wishing to address the Board.
<b>Action Taken:</b>

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 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 Findings

(**BOARD POLICY**: GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference)

**Description:**

This item is placed on the agenda for Vice-Chairman Crist, Trustee Lake, and Governance Coach Rose Mercier to provide a review of their work to-date on Ownership-Linkage. Notes from specific Ownership Linkage meetings can be found in the Resource Center of Diligent Boards.

Enclosed thematic findings will be discussed from recent Ownership Linkage meetings held with the following organizations:

- Northwest Community Schools
- Jackson County Chamber of Commerce
- Jackson Area Manufacturing Association
- Vandercook Lake School Board
- East Jackson School Board
- Jackson Public Schools
- Jackson Preparatory and Early College

**Resource Impact:**

None

**Requested Board Action:**

Consider feedback regarding Ownership-Linkage progress.

**Action Taken:**



March 17, 2022

TO: Jackson College Board of Trustees

FROM: Rose Mercier, Senior Consultant

SUBJECT: March 21<sup>st</sup> Planning Meeting – Ownership Linkage

One part of the planning meeting will focus on the ownership linkage focus groups that have been led by the Ownership Linkage Committee over the past few months. Following this memo is a summary of the input from the focus groups that were held January 19<sup>th</sup> and March 7-8. It is organized in common themes under the questions which were posed in each group. (The list of participants in each focus group are listed after the input summary.) It would be helpful if you to read through the next few pages in preparation for next Monday.

On Monday, we will use the following plan:

- A. General Overview of Focus Group Conversations – Trustee Lake and Vice Chair Crist
  - a. Highlights and impressions – the value of doing this level of engagement
  - b. How representative of the ownership are the groups that that we have been meeting with so fare? Are there any cautions in how we look at this input?
- B. Analysis Questions – Explanation by Rose Mercier

Trustees would work in three groups. Group 1 would concentrate on Questions 1-3; Group 2 would concentrate on Questions 4 & 5; Group 3 would concentrate on Question 6 & 7. The groups would respond to the following questions for their assigned questions.

  - a. INSIGHTS What did we learn that helps us better understand the values, perspectives and needs of the ownership?
  - b. DEEPER UNDERSTANDING: Does anything we have learned suggest areas that the board might want to understand at a deeper level? What could we need to do to learn more about these areas? E.g., board education, research, etc.
  - c. ENDS: Did we learn anything that makes us think we may need to make an End more specific, add a new End, or change priorities among Ends?
- C. Small Groups Report Out to Full board – Facilitation by Rose Mercier. We will be recording your thoughts when the Board conducts review of its Ends policies.
- D. Next Steps – Trustee Lake and Vice Chair Crist: Next set of focus groups, reporting back to focus groups that have provided input to date; proposed questions.

A copy of the Board's current Ends are on the last page.



## SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

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

- Quality education for the community in industries and careers that are forward looking
- The role of the college is to be part of a seamless integration of continuing education, post-secondary, into the business, the employers of the community. So, there is a seamless pipeline.
- Community partner to work with other educators as how they can support and advocate for them /Critical pieces of the partnering collaboration infrastructure with the business community and employers. Pathways to college degrees and certificate
- Educational opportunities and dual enrolment opportunities /dual enrolment, real opportunities dual enrolment / local, affordable option /dual enrolment is so purposeful for our students is because they get to try out college while they have support of high school and their families. And it is affordable
- Offering that other pathway besides that 4-year university /Offering great opportunities for kids in the transition from dual enrolment in high school to offer 2-year degrees. Or in some cases, the 4-year degree /Feeder school for 4-year programs. Lower cost option for the first couple of years of higher education or to get an Associate Degree /Good for an Associate degree and a stepping stone to college
- Being local and affordable makes it possible for those who may not know what they would like to do or aren't ready to move away from home to explore/Opportunities to younger adults who can't afford a larger university /High quality education at a lower cost / Even if families don't have the means, kids can go to college stay at home, expenses are low. / Can work and take a few classes at night – it is logistically possible. / Some adults want to excel in their field and gain more skills, become able to move up the ladder in their chosen field. It provides something where you can be close to home, close to your family, do all the mom and dad things you need to do, and expand your career options as well / People who have been displaced from work have gotten workforce readiness for JC to reset their careers
- Strong suit for JC is that there is something for everyone / Have the ability to try and improve yourself and get an education and improve your career because the opportunity is here at JC /Opportunity to get an education and gain skills and learn about some different trades and jobs available to kids that don't become a teacher or doctor. You can get a good job and have an affordable education here
- Students who might not think college is something they could do try a dual enrolment course and realize they can do it. That will steer a lot of students toward career pathways that they may not have thought they could do /Early college benefit for young people is that it changes their perspective of college. Many of the kids that get a college credit will be the first in their families / Education beyond high school for those not ready for a 4-year experience right out of high school or for those looking for a lower cost way to start their 4-year experience. / Students' perceptions of themselves can change with having some college under their belt and can lead to further understanding of self and direction

SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

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

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- Dual enrolled students would lose the classes that they can't get from their other school and thus that steppingstone for their education. I'm not sure what options they would have in that situation
- Non-traditional students and displaced workers would lose opportunities
- Older students with families perhaps wouldn't have the ability to continue their education and better themselves without JC. In regard to on-line universities, not all can be successful attending solely on-line.
- Not be comfortable leaving home or might not have the money. can get good grades they can get some kind of a scholarship
- [RM: Students who prefer to be at home or lack resources...]
- [RM: Students gain confidence to move on /Students have opportunity to mature as students]

## SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

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

- You want a fully integrated career / education development pathway / There is whole pipeline of work skill sets, but having the financing on this side of it, from the K-12 side, and also having the college side of it / Here is the entire path. When I start here, I know it ends here because statistics are that if I put the time, money, and effort in, it is there? Our local school districts, that we're all very familiar with each other
- Student can get their Associate Degree after one year out of high school – the 13<sup>th</sup> year – and get a diploma all in one / Students are successful in school, they get Associate Degrees, they get into programs that they enjoy, then they are able to earn a living that is sustainable and make contributions to the community / Another huge strength of JC is your 1-year certification programs, where students can go one year and get a full certification and not be a college bound student.
- Manufacturing is our number one workforce. The last 5 years has seen a huge change in that, where you have developed these 1-year certification programs, allowed a lot more dual enrolment, where you have partnered with us a lot more in our manufacturing type programs. I have seen a lot of change for the good in the last 5 years / Stepped up and filled a void with the manufacturing STEM program, the skilled trades; continue strengthening those skilled trades program and building that up and working with JAMA, that's what we need
- Certification in any of these areas...vascular stenography, digital marketing, Microsoft Excel office specialist are huge for kids. These kinds of programs are what our community needs. We don't need a min 4-year university. Kids are going to go away for that. 63% of our kids are free and reduced meals in Northwest. Jackson Public Schools is close to 85-90% / Our counsellors are really prescriptive in terms of matching the course to the student
- Other benefit is cost
- Not only been the dual enrolment but the inception of the early college
- Students living in Jackson with their family's full support of their family/ Kids are aware of the opportunities at JC through the high schools, but the community may not be. The influencer is mom and dad. If they are preaching JC, the kids are listening
- JC is offering the PACT for their students as well. Main goals were the PACT certification, which is soft skills and employability skills. That originated with C2C /Top soft skills that Jackson area businesses were looking for in an employee. They came up with 16. Number 1 is attendance. They also noticed communication, teamwork, adaptability, and being organized (we call it personal management). Personal Management, Adaptability, Communication, and Teamwork (PACT). What we did as a county was translate that into a certification for soft skills for students They are much more attractive to employ
- [RM: increasingly attractive to employers] [RM: Jackson community has a seamless education pathway]

## SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

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

- Adapting to demographic and economic changes that will impact Jackson over the next 5-10 years is very important as those changes will influence the jobs in manufacturing and emergent industries that draw students here
- Don't know what jobs will exist 20 years from now, but we know that 50% of current jobs didn't exist in the past. That's a challenge of adaptability / Skills that are going to be needed for the advancement in manufacturing technology that is already here. Things are changing more rapidly. Electrification of cars and airplanes and automation of production areas. We will be dealing with a skills gap between knowledge and newness arriving
- skill trades are dying from the manufacturing side. We must automate because we don't have tradespeople / Manufacturing is a fickle mistress /need for specialized education ebbs and flows /not sure if the college is agile enough to go with these trends /going to be a lot of change like figuring out how business, manufacturing, and the office environment is going to be after the pandemic
- Bigger industries that Jackson suppliers work for are changing. There isn't going to be enough of the skill set needed from the past. There will be no choice but to drive toward automation. The workers need to be technologically advanced and skilled. / Some of the things supplied by Jackson businesses currently will change and there won't even be a need for some of them anymore / Upskilling production individuals on the floor is a priority. / None of the college, K-12 schools, nor industry can do this on their own. We need to partner to understand who the best source is to provide this training. The communities that get that right will win. Companies will go to the communities that are getting it right.
- We don't have skilled workers / We need skilled labor /Finding people able to do jobs with the education and training that they need. Getting people trained for the jobs. / Need to get kids interested, to know that these careers are lucrative. They could make some really good money in manufacturing / Even before COVID hit, this was a concern for employers, getting people that were skilled. / There is a disconnect between manufacturers looking for a skillset that is newly relevant but no one coming in through the front door already has those skills.
- Now (after COVID) we have a lack of motivation and will to work / Really see a need for manufacturing apprenticing / You have got a sedentary group of individuals right now with no motivation to go out and work and therefore how can JC be a part of motivating those people in order to get them into the workforce so that it can continue to improve the Jackson economy that has been on an upswing, and COVID related issues have taken that down dramatically
- Impact from COVID: Students are out of the routine needed for school and many say that they have been home schooling. 55,000 students vanished out of the school system throughout MI and approximately 1,000 students from Jackson/ Disconnection from the culture of school /remote learning isn't going away, we should learn to utilize it in creative ways. / Kids that aren't cut out for college need avenues for these kids where they are still going to make a good wage

**SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022**

- Teaching people to work with those with whom they disagree, communicate professionally, and manage mental health
- invest in veterans, black and brown people, and other minorities like those with English as a second language and made it accessible to have jobs in college, strong internship opportunities immediately when you go to college, similar to like 6 months in college / 6 months off....something of that sort, and then guaranteed jobs out of college created really strong programs with diversity aspects / Work and get paid and earn credit sort of deal. You get the businesses to pay for the classes that earn them credit. While they are learning the business, they can earn business credits / getting transferable credits and accessibility
- Schools are competing for substitute teachers; State's process is so difficult; getting worse by the day due to more laws and regulations that can make it almost impossible at times
- [RM: Students have smooth and problem-free environment]
- [RM: Employers have opportunities to train employees /students are able to work with local businesses while going to school /students working locally build networks and increase the likelihood of staying in Jackson]

**5. Which of those challenges do you think Jackson College could address? How?**

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- Offering more certificates / spring board for the start of someone's career / Offering enrichment classes
- There is probably a model there like the programming JC offers with Consumer Energy. There was an aeronautic model in the Lee Howser days showing a model of classes JAMA taught and JC taught, to accomplish an associate degree. Programs (Jack 3 through the Career Center) have come out of discussions with JAMA, ISD and JC. Highschool diploma/ College Degree / JAMA accreditation – a triple enrollment
- If there was to be a partnership between the Academy and JC, then a focus needs to be aligning the programs. For example, our current students can't get full credit for classes they take at JC due to those courses not matching Dept. of Labor standards for credit hours
- Need JC to advocate and support and not look at the Academy as a competition for the college. As educators in the community, how do we work together and collaborate

## SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

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

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- Benefit that comes back to the community is that you have employable people who are contributing to the tax base of the community and who are more likely to be productive citizens and more likely to spend money in the community / more likely to stay
- Mom and Dad have fought really hard to raise the kids and they want to see them succeed. But from here all the way to Michigan State, no, we can't afford that. JC can give them the full education, or a starter education where maybe through that time they can find their way to continue to grow / families who have two parents who never went to college, who would love to see their children move on to the next step and move on with more / first-generation students and non-traditional students and single parents that finally have a thought about what they want to do. They have been working on the line or in a minimum wage job, and they are ready to provide for their family
- gentleman in his 40's going for certificate program because he wanted to continue advancement. When we think students, we think 18-20 something. But really, JC has helped an awful lot of people to continue their education no matter what the age
- Companies realize that experience is more valuable than some kid that walks out with a 4-year degree, if it creates money and revenue for the company because they are not having to spend that on training. At the same time, talk the experienced individual into going back to school and earning that degree while they are at work, benefiting the company with their experience
- More kids in the early College and dual enrolment would show success

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

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- The common thread of success is a very intentional collaboration between middle schools, trade associations, colleges, and employers. Employers are involved in the curriculum development and can view colleges as sole source supply chains. The mindset of being part of a supply chain is key. It is about getting the raw material into the best shape it can be in order to be applied. The employer is driving the education. This takes collaboration
- Need JC to advocate and support and not look at the Academy as a competition for the college. As educators in the community, how do we work together and collaborate / need to be part of the decisions for the curriculum and who is going to be teaching, all the things that impact the apprentice /should be having conversations about sharing resources, what equipment could be shared
- Hard to see the college as a good partner in manufacturing education when it comes and goes for a year or two at a time. It also steps on toes when it comes in and doesn't try to coordinate with what is already in place. JC hasn't been a good partner because it can't be counted on for more than a year or two. It can be disruptive rather than helpful. / Programs do come and go. But when they do, there is a communication process that needs to happen

SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

- JC come and sit down with their employees and figure out a way that they can do what they are doing for the company and go to JC. Perhaps the employer can help subsidize some of the cost, with no strings attached. Employees would value the employer more and be more loyal if the employee was involved in their development and growth
- Equip businesses with information, tools, and resources that enable them to think about, if we want to build our workforce, here is how we work with the college to do that / people waiting to get into those union training programs will go to JC while they wait
- Full cycle: There are the kids that go into the college, that go into the jobs, that have families that stay in the community, that have kids that come back into the schools / Vision of the future that the kids actually stay in Jackson / Not that the kids never step foot out of Jackson County, but for it to be an attractive place for them to come back to if they do step away for education. The hope is that they come back
- Five years ago, I really felt that JC, and this is just being honest, that JC was elitist in the sense where they were not really thinking about the community in which they serve. I felt like we weren't connecting at all. I felt like JC wanted to be this little mini UofM and you were holding your standards up here. We were like, this is Jackson County. Manufacturing is our number one workforce. We weren't being able to partner as much
- Bring the community in. The question I would to the college is: if you ask us what is the purpose of JC, when you have all those people walking into the Potter Center, what are you doing to communicate that to the thousands of people that are coming in? There is no mission statement visible. There is an opportunity with an audience in that lobby, in all of those lobbies, to expose the virtues of JC. /Be present at community events. I don't see JC where the community gathers /People driving through would say, I didn't even know there was a college in Jackson. / Even your sports, you forget that there are basketball games to go watch. Recruiting some of the local athlete; if one of them played at JC, I would be at your games / social media marketing classes /make quality products in college, that's part of their portfolio /Activities that support long lasting engagement between JC and the community have declined over time. JC used to be a strong backup school option, athletic events brought community members to campus, high school students were drawn to JC's science and summer programs. Faculty and staff aren't as familiar and welcoming to the community at large as they could be.
- Become part of community programs going on in the south side, like at the MLK Center or Isaiah's Teen Hub. Become an integral part of the city and spend money where you are going to find kids who are ideal employees but then you're also beginning to work directly with the employers to say look at the pipeline of students we have coming up. Not only are we improving our numbers but people trust us in the community that don't trust other schools. /Needs to progressively engage young people. Perhaps students know, but parents don't know / Try to get parents involved, but you need to look at getting the community involved /JC's biggest opportunity right now is to be a conduit to employment so that businesses can go on doing business / Retain talent in the area and keep people here / Need more appropriate class offerings and programs / events that bring folks to the college rather than having them live there

SUMMARY of Ownership Linkage Focus Groups – Board of Trustees Planning Meeting – March 21, 2022

- We could be a more vibrant community if we could understand why the prevalence of degrees is so low in Jackson
- Expand Jack 3 beyond manufacturing. Give people opportunities to study while also working to move into fields that may not require a typical 4-year degree / Nursing stands out as a major need in the / Alternate track for teaching certifications?
- [RM: Businesses recognize the value of College programs and practical experience /Businesses encourage experienced individuals to earn degrees...]



## **FOCUS GROUPS - 2022**

### **Wednesday, January 19<sup>th</sup>, 2022 – Jackson County Chamber of Commerce (JCCC)**

Attending:

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

### **Wednesday, January 19<sup>th</sup>, 2022 – Northwest Community Schools (NWS)**

Attending:

- Geoff Bontrager, NWS Superintendent
- Cari Bushinski, NWS Director of Curriculum
- Kelly Grygiel: NWS Director of Compliance & Communications

### **Monday, March 7<sup>th</sup>, 2022 – East Jackson Schools (EJS)**

Attending:

- Stephen Doerr – EJS Superintendent
- Jan Maino – EJS Board Secretary
- Ken Straub – EJS Board President

### **Monday, March 7<sup>th</sup>, 2022 – Vandercook Lake Board of Education (VL)**

Attending:

- Scott Leach, VL Superintendent
- Delinda Woods, VL Board President (also works at the Career Center)

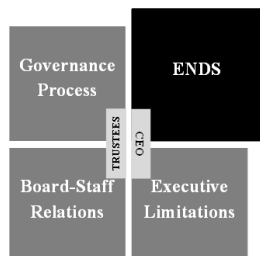
### **Tuesday, March 8<sup>th</sup>, 2022 – Jackson Area Manufacturers Association (JAMA)**

Attending:

- Bill Rayl – President, JAMA
- Olivia Steele – Vice-President, JAMA / Program Director, Academy for Manufacturing Careers
- Mark Lincoln – President/CEO, Classic Turning
- Roger Auwers – Director of Finance and Operations for Jackson County ISD
- Karen Farr – Eaton Aerospace



Policy Governance Domains



## BOARD OF TRUSTEES POLICY

**Policy Type:** Ends

**Policy Title:** Board Ends

**Policy Number:** E-01

**Date Adopted:** 8/12/19

**Version:** 1.0

**Date Last Reviewed:** 8/12/19

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

### Jackson College exists so that:

**Residents of Jackson County and non-chartered Counties have learning opportunities that prepare them to be successful global citizens and contribute to community vitality at a cost that demonstrates wise and sustainable stewardship of resources.**

1. An increasing number of students complete degrees and obtain industry recognized credentials of value in the workplace.
  - 1.1. Graduates have the credentials that lead to employment that provides family-sustainable wages.
2. Students seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.
  - 2.1. Current and prospective students have accurate information about transfer agreements and opportunities.
3. Diverse populations of students experience learning and academic success responsive to their unique whole student needs.
  - 3.1. Educational opportunities exist for those that might not otherwise have them.
  - 3.2. Students have access to learning and academic support consistent with current technology and research.
  - 3.3. Students have ancillary support that meet their unique needs.
4. Students develop life and workplace skills.
  - 4.1. Students experience significant gains in their critical thinking, problem solving and written communication skills.
  - 4.2. Students have opportunities to develop leadership skills.
5. Economic and social well-being of the region is enhanced.
  - 5.1. Employers have properly qualified people available to meet their needs.
  - 5.2. Employers have avenues for employee training.

- 5.3. The region has enhanced capacity for entrepreneurial innovation.
- 5.4. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.
- 6. Residents have accessible resources to improve their quality of life.
  - 6.1. Lifelong learning opportunities are available to residents.
  - 6.2. Residents have resources for social, cultural, arts and wellness experiences.

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022

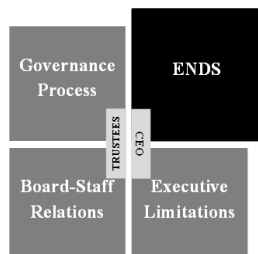


**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<b>Subject to be Discussed and Policy Reference:</b>
5.0 ENDS Evaluation & Modification  ( <b><u>BOARD POLICY:</u></b> ENDS: E-01 Boards ENDS)
<p>This ENDS document is attached for your review in consideration of not only the Board's current expectations, but also as a vehicle for evaluating whether changes need to be made to the policy, based upon strategic and future-oriented trends obtained from the Ownership-Linkage meetings conducted thus far.</p>
<b>Resource Impact:</b>
No impact unless there are significant changes made to the ENDS Policy.
<b>Requested Board Action:</b>
Consideration of the existing ENDS policy for any necessary changes.
<b>Action Taken:</b>



Policy Governance Domains



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<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release of new Ends policy following Policy Governance consulting work.	Chief of Staff

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

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

6.0 FY'23 Context Setting Discussion  
 6.1 President's Strategic Agenda  
 (**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-03 Planning)

At this point on the agenda, I will lead the Board through a beautiful.ai presentation on my assessment of current and future conditions that are most likely to affect Jackson College's ability to achieve its mission and Board ENDS policy requirements.

The following two articles are from trusted sources that I use regularly, most notably the World Education Forum. I think you'll find these near-prognostications to be disruptive, if not paradigm breaking for higher education.

Also attached is my strategic agenda for the fiscal year ahead, inclusive of operational elements from members of the Leadership Council. Please note that I have expanded the Leadership Council recently, thus this document will be updated in the immediate future. This information is purely advisory.

I look forward to your assessment of the content of these articles and my presentation.

**Resource Impact:**

None

**Requested Board Action:**

Information only.

**Action Taken:**



**Article 1:**

**4 trends that will shape the future of higher education**

Higher education needs to address the problems it faces by moving towards active learning, and teaching skills that will endure in a changing world.

07 Feb 2022

[Diana El-Azar](#) - Senior Director, Strategic Communications and Thought Leadership, Minerva Project

Click here to read the article: <https://www.weforum.org/agenda/2022/02/four-trends-that-will-shape-the-future-of-higher-education/>

**Article 2:**

**The Future of Higher Ed Is Occurring at the Margins**

Combined, the current trends tell us that, taken as a whole, colleges and universities must brace for five new realities

Arthur Levine and Scott Van Pelt

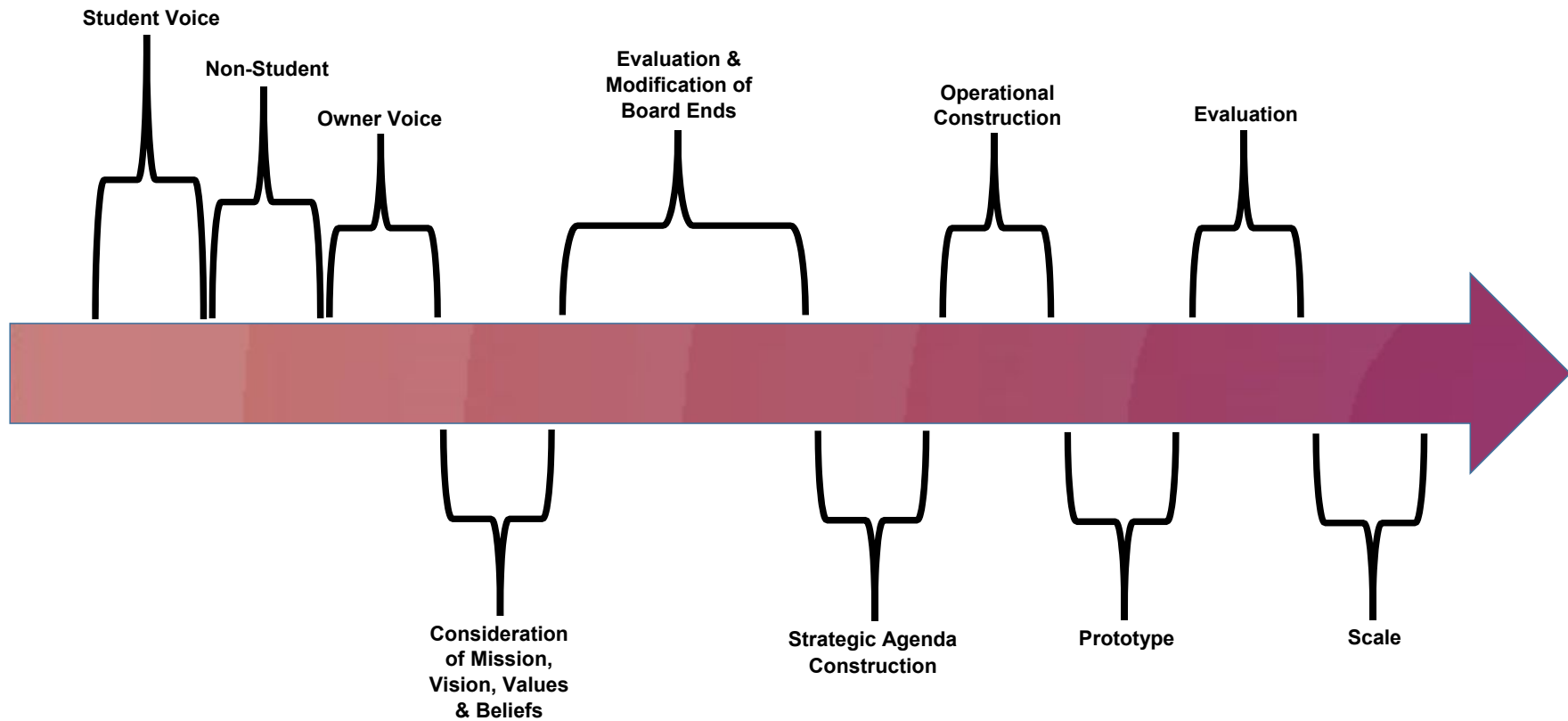
October 4, 2021

Click here to read the article: <https://www.insidehighered.com/views/2021/10/04/higher-education-should-prepare-five-new-realities-opinion>



Jackson College Strategic Agenda  
Fiscal Year 2022

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Jackson College Strategic Agenda  
Fiscal Year 2022

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BHAG	90/80/70 – Fall-Winter Persistence/Fall-Fall Persistence/Graduation Rate by 01.01.28				
Policy Governance ENDs	Residents of Jackson County and non-chartered Counties have learning opportunities that prepare them to be successful global citizens and contribute to community vitality at a cost that demonstrates wise and sustainable stewardship of resources.				
Higher Learning Commission Criteria for Accreditation	<ol style="list-style-type: none"> <li><b>Mission:</b> Jackson College's mission is clear and articulated publicly; it guides the College's operations;</li> <li><b>Integrity:</b> Jackson College acts with integrity: Our conduct is both ethical and responsible;</li> <li><b>Teaching and Learning:</b> Jackson College provides quality education, wherever and however our offerings are delivered;</li> <li><b>Teaching and Learning:</b> Jackson College demonstrates responsibility for the quality of our educational programs, learning environments, and support services, and we evaluate their effectiveness for student learning through processes designed to promote continuous improvement; and</li> <li><b>Institutional Effectiveness:</b> Jackson College's resources, structures, and processes are sufficient to fulfill our mission, improve the quality of our educational offerings, as well as to respond to future challenges and opportunities.</li> </ol>				
Leadership Council Advocate(s)	Cindy Allen, Chief Legal, Talent, Equity & Administrative Officer	Jeremy Frew, Chief Academic & Student Services Officer	Dr. Daniel Phelan, President & Chief Executive Officer	Jason Valente, Chief Campus Operations & Officer	Darrell Norris, Chief Financial & Auxiliary Enterprise Officer
Contributing Objective	To assist the President, in part, through the maximization of College's efficacy through the meaningful, effective and equitable means of locating, recruiting, developing, training, fairly compensating, evaluating, and retaining diverse talent. Additionally, developing a comprehensive "student's job to be done" branding of the College.	To assist the President, in part, by ensuring equal access to educational opportunities for all students, as well as providing for student's health, well-being, engagement and academic success. Additionally, undertaking the reconceptualization of the faculty roles, and the recruitment of students.	To ensure the achievement of the ENDs of the Board of Trustees.  Providing for the service, success, growth and support of the Leadership Council, in part, through the application of Empirical Creativity, Fanatical Discipline, and Productive Paranoia, in the pursuit of 90/80/70, the location of Blue Oceans, and the reimagining higher education delivery.	To assist the President, in part, by the development and deployment of a plan for the significant growth of the College through resource strengthening. Expanding programmatic support utilizing advancement support to stimulate instructional innovation, as well as to encourage retention, recruitment and enrollment gains.  Ensure the stewardship of and provide for socially responsible, safe, innovative,	To assist the President in part, by directing the financial goals of the President, managing the financial actions, including cash flow monitoring, long-term financial planning, internal controls, and financial analysis. Additionally using the "voice of the customer" and associated to data to support the college through informed decision making. Finally, providing for a comprehensive approach in support of students through a thoughtful and complete student experience.
Vintage: 12.06.21					



Jackson College Strategic Agenda  
Fiscal Year 2022



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				efficient, sustainable and optimal campus environments.	
<b>10x and Core Leadership Traits</b>	<b>First Who, Then What.</b> <b>Leadership Focus: 1) Fanatical Discipline, 2) Empirical Creativity; and 3) Productive Paranoia</b> <b>Hedgehog Concept:</b> What are we deeply passionate about? What can we be the best in the world at doing? What drives our resource engine? What are we discontinuing?				
<b>Principal Goals for FY '22</b>	#1 In support of 90//80/70, grow our student employees and retain them at a rate of minimally 90%.  #2 In support of 90/80/70 and Jackson College Global, increase our employees cultural competency and audit and refine our commitment to equity  #3 Re-engage our Workforce Culture.  #4 Launch Jackson College Global, inclusive of diversity and equity efforts.	#1: Continue to Advance the deployment of CBE across the curriculum, including integration of prior learning assessment (PLA) processes, and the implementation of a new LMS.  #2: Establish Jackson College Virtual as a fully-effective, high quality, student completion-driven, online program. All Student Support Services will be available virtually and courses will be delivered synchronous and a-synchronous.  #3: Academic Visioning and Planning: Develop and design systems that ensure that access, equity, diversity and inclusion are built into the academic practices,	Advancement of enterprise goals of the College, end-user responsibility, LMS, and Jackson College Global.  Development of the Leadership Team so as to create an accountable, data-informed environment wherein the BHAG can be achieved.  Deployment of Jim Collins' principles: Fanatical Discipline, Empirical Creativity, and Productive Paranoia	#1 Double the number of grant applications submitted through partnership with Wissen. Submit Upward Bound and NSF/ATE applications in 2022, and hire a College employed grant writer.  #2 Increase major gift activity, increase visits by 20% and proposals by 25% for current staff. Hire additional development officer.  #3 Development of Annual Report to the community magazine for distribution CYE 2021/Early 2022.  #4 In partnership with SS, implement a recruitment model for scholarship distribution.  #5 Conduct major maintenance and deferred maintenance assessment of electric, roofing, life safety and HVAC. Develop	#1 Deployment a systematic approach to collecting the voice of the customer and using the customer voice to inform decision making.  #2 Deployment PathwayU in Residence Life to help resident students to identify their strengths and weaknesses and how those match up to potential careers.  #3 Deployment a resources model that supports the advancement of the strategic agenda.



Jackson College Strategic Agenda  
Fiscal Year 2022



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		curriculum and student services.		<p>multiyear phased approach to addressing findings.</p> <p>#6 Complete fire restoration project for Potter Center, including replacement and commissioning of transformers and theatrical lighting systems.</p> <p>#7 Development of a long-term use plan for Maher Campus focusing on Blue Oceans</p>	
<b>Q1 Update 09.31.21</b>	<p>#1: JC has hired 65 student employees for the Fall semester. Next step is to build out a professional development schedule for mentoring training to begin January 2022. Students who qualify and persist from Fall to Winter will be eligible for mentoring program.</p> <p>#2: Breakout sessions were offered at Fall Convocation and Faculty Learning Days related to diversity and cultural competency. Provided all employees with several cultural learning opportunities to make them more understanding of global issues. Plans are underway for the college's Annual MLK Day celebration.</p> <p>#3: JC provided Reintegration Celebration for all employee</p>	<p>9/31/21: #1 HLC has approved Jackson College, Business Program to be delivered in a CBE modality. We are continuing to work with faculty to get courses redesigned as the new LMS is bought forward.</p> <p>9/31/21: #2 The fall 2021 schedule was built and delivered based on the students needs and request. 57% virtual and 43% F2F. Nearly all student services have a F2F and virtual option. The academic leadership team has been working with marketing to launch a webpage, to better package and communicate our virtual services. The webpage is in a demo mode. Also, a cross functional team has been put together to identify a new LMS. The</p>	<p>Contracted with CampusWorks to launch LMS system, Jackson College Global, ERP system, and effective customer service approach.</p> <p>Conducted LC Q2 Planning Session based upon Collins' precepts, especially the Hedgehog concept, strategic focus, BHAG-setting, and reducing student-customer suffering.</p> <p>Working through the ENDS and Executive Limitations policies of the board in the newly redesigned process.</p>	<p>Work is well underway with Upward Bound application; discussions have begun to review NSF/ATE grant due 10/22.</p> <p>Prospects have been identified for major gifts solicitation for Baseball/Softball projects. Asks made.</p> <p>Initial design work underway for Magazine.</p> <p>New associate VP for Adv. Has been on boarded and is meeting with donors and getting to know donor base</p>	<p>Institutional Research and Effectiveness team has been conducting focus groups around the virtual classroom experience, recent graduates, cost and affordability, and laptop program participants. Feedback has been shared with Leadership Council and subcommittees will be formed to investigate identified barriers along with solutions. Findings will be presented to Leadership Council.</p>



Jackson College Strategic Agenda  
Fiscal Year 2022



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	<p>return to campus along with an Adjunct Reintegration Celebration in August. Jean Friday extended until end of December. Hot Dog Wednesday returned for summer. Offered 50% off drinks at JC Coffee Shop for National Coffee Day. Plans are underway for a Fall Festival on October 21.</p> <p>#4: Work on a unique JC Global logo and microsite is in progress. Once the logo and brand is created, a paid online marketing campaign for the 100 mile radius will be placed.</p> <p>Diversity and Equity: #1: Providing goals related to recruiting, planning events to meet the employee and student community and provide open events showcasing their cultures.</p> <p>Working with HR Director and others within the institution, along with the external coaches of Achieving the Dream, to get assistance for an Equity Audit</p>	<p>team will be gathering information from both students and faculty to ensure we have the customers voice. A recommendation will be made by mid-December.</p> <p>9/31/21: #3 The Chief Diversity Officer/Director of Diversity, Inclusion &amp; Belonging is now a standing member of the Curriculum Committee. A new GEO has been developed and approved. The new GEO, better equips our students with an understanding of equity, inclusion and belonging. We are currently updating the course review process to include the Committee for Equitable Outcomes. There will be a matrix that ensures an equity lens is part of all current and new course reviews.</p>			
<b>Q2 Update 12.31.21</b>	<p>#1 JC hired 75 student employees for the Fall semester. Mentor training will begin January 2022. Students who qualify and</p>	<p>12/20/21: #1 HLC has approved Jackson College, Business Program to be delivered in a CBE modality. We are continuing</p>		<p>Grant writer and Development Officer positions posted</p> <p>Annual report to the community pushed forward to Spring due to</p>	<p>#1 The IRE department is researching best practices for collecting the voice of the customer. JC is hiring a student engagement specialist to lead and scale these</p>



Jackson College Strategic Agenda  
Fiscal Year 2022



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	<p>persist from Fall to Winter will be eligible for mentoring program.</p> <p>#2 Breakout sessions are being offered at Spring Convocation and Faculty Learning Days related to diversity and cultural competency. Microaggressions training was assigned to all employees. The Diversity Equity and Belonging department has been offering several events and information sessions to all employees and students. Plans are underway for the college's Annual MLK Day celebration.</p> <p>Diversity and Equity: Affinity Liaisons established focus groups to conduct community census concerning their identified Affinity community to aid recruitment. Affinity liaisons met with key employees to understand enrollment, admission, residence life, institutional effectiveness, and international institute to help gain insight on the process for assisting with recruitment and enrollment. Engagement was strong at these student events-Pride Meet &amp; Greet, Lakshmi Puja, Alzheimer's</p>	<p>to work with faculty to get courses redesigned as the new LMS is bought forward. The Academic team did a comprehensive review and has recommended Canvas. We begin implementation planning for the LMS January 2022.</p> <p>12/20/21: #2 The fall 2021 schedule was built and delivered based on the students needs and request. 57% virtual and 43% F2F. Nearly all student services have a F2F and virtual option. The Spring 2022 schedule has been built and the modality of courses will again be determined by student demand. The academic leadership team has been working with marketing to launch a webpage, to better package and communicate our virtual services. The webpage is in a demo mode. Canvas was the recommendation for the new LMS.</p> <p>12/20/21: #3 The Chief Diversity Officer/Director of Diversity, Inclusion &amp; Belonging is now a standing member of the Curriculum Committee. A new GEO has been</p>		<p>staffing shortages and constraints in other departments.</p> <p>Initial conversations have begun at both the executive and departmental level to move the scholarship process toward a recruitment model and integrate efforts with enrollment mgt.</p> <p>HVAC Deferred Mtce and HEERF support assessment is underway for all buildings at all sites.</p> <p>Electrical Assessment is being conducted in two phases. Phase 1 began in December 2021 and will consist of assessment of underground infrastructure. Phase 2 will begin in early 2022 and include Arc Flash ratings, and inspection of all panels, circuits and transformers.</p> <p>HERRF Funded hands-free restroom project is underway with a census of all manually operated fixtures in restrooms. Bidding process for work began prior to 12/31.</p> <p>Roofing Deferred Plan is being reviewed for multiyear implementation.</p>	<p>efforts. Student focus groups are being conducted and the results are being reviewed by the survey collaborative committee who offers recommendations to leadership team to decide of further investigation or solutions need to be pursued.</p>
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Jackson College Strategic Agenda  
Fiscal Year 2022



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	<p>Awareness event, Spirit of Mottainai, Hanukkah, Kwanzaa and more.</p> <p>The committee of Equitable outcomes is working with ATD Coach Leon Hill to launch Institutional Capacity Assessment Tool ( ICAT). This is an online self-assessment to help colleges assess strengths and areas for improvement in seven key dimensions of the Institutional Capacity Framework. CEO reported out to the leadership on 12.15.2021 on approval. CEO will provide more information to the board before the given green light.</p> <p>#3 Successful turn out at the Fall Festival, followed by our Holiday gathering and personal hygiene drive to give back as well Dick Wendt Raffle. Each employee has been gifted a \$100 gift card for the holidays. We are currently working on Spring Convocation and the TCS2 award, encouraging submissions for outstanding work. We have also began having Coffee and Conversation in person. Announced hybrid work plan to start the first week in February 2022.</p>	<p>developed and approved. The new GEO, better equips our students with an understanding of equity, inclusion and belonging. We are currently updating the course review process to include the Committee for Equitable Outcomes. There will be a matrix that ensures an equity lens is part of all current and new course review. The new process will be presented to Academic Council and the Curriculum Committee January 2022.</p>			
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Jackson College Strategic Agenda  
Fiscal Year 2022

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	<p>#4 Logo is still being worked on. Microsite has been designed and set up, waiting on content. Contracted with a digital marketing group - BrkThru Digital - to schedule and post social media once content has been established.</p>				
<p><b>Q3 Update 03.31.22</b></p>	<p>#1 – We continue to hire and recruit eligible student employees. We have provided them with on-going professional development opportunities across campus and require minimally semesterly evaluations from supervisors. In addition to this, student employees who engage in professional development and meet supervisor goals earn raises.</p> <p>#2 – Microaggression and Implicit Bias Training was offered in March with 50 employees in attendance and was well received. The DEB committee will be sending out a survey to all employees on their awareness and what they learned. DEB department has hosted several events for employees and students on LBTQIA + Let's talk Lavender Event, Black History Month Symposium "How they view us", Chinese New Year Celebration, Painting and Personal Culture. MLK Celebration is Saturday, March 19.</p>	<p>3/15/22: #1 HLC has approved Jackson College, Business Program to be delivered in a CBE modality. Courses in multiple academic areas are being developed and designed as the new LMS(Canvas) is implemented. The Canvas implementation plan is completed and has started. Faculty have begun training and plan to pilot courses on the new platform summer and fall 2022. The implementation is scheduled to be completed spring 2023.</p> <p>3/15/22: #2 The fall 2021 and spring 2022 schedules were built and delivered based on the students needs and request. For fall 2021, 57% virtual and 43% F2F and spring 2022, 61% virtual and 39% F2F. Nearly all student services have a F2F and virtual option. The academic leadership and marketing</p>		<p>#1 Deferred Maintenance assessment was completed for all facilities, and infrastructure for each campus</p> <p>#2 Automation Project started for restrooms will continue through summer.</p> <p>#3 The STEAM Factory project is underway</p> <p>#4 Autolab Auction publicized and had had more than 59K views. Preview day March 21 and Auction Day March 24</p> <p>#5 Emergency High Volatage lines replaced</p> <p>#6 Recloser Audit, reprogramming and field testing completed after 4 years of issues</p> <p>#7 ARC flash testing and audit completed</p> <p>#8 Potter Center fire project continues, theatre lighting design and drawings complete</p>	<p>#1 A system has been developed and deployed to collect the voice of the customer so this data can inform decision making.</p> <p>#2 Deployment of PathwayU in Residence Life will begin Summer 2022 and will be fully scaled in the summer of 2023 so this goal will roll into the FY23 strategic agenda.</p> <p>#3 A resource planning model is in development with Leadership discussing key institutional priorities along with resource assumptions for FY23.</p>



Jackson College Strategic Agenda  
Fiscal Year 2022



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	<p>Diversity and Equity: Affinity liaisons continue to make great relationships with community stakeholders. Campus tours are set for the Spring hosted by liaisons for each affinity group to gauge a better understanding on what we offer. Affinity liaisons will be participating in several upcoming events including Diversity week, Juneteenth Celebration and an Asia tree planting ceremony.</p> <p>The Committee of Equitable Outcomes has instituted the ICAT to all employees which is open until March 20th. 110 employees have taken the ICAT so far. Leon Hill, ATD Coach will gather data and the CEO will report out to leadership. With findings we will have Capacity Café May 30th to discuss our strengths and improvements to further our equity initiatives. In addition, several CEO members will participate in the Equity Leadership Institute hosted by ATD March 31 - April 1. The institute will focus on implementing equity-minded leadership and antiracism principles and developing an action plan to guide our institution's equity efforts. It will provide an opportunity for us to work on our course of action to center equity in our student success agenda.</p>	<p>have changed direction and developed a plan for launching Jackson College Global versus Jackson Virtual. Jackson College Global will go live fall 2022.</p> <p>3/15/22: #3 The Chief Diversity Officer/Director of Diversity, Inclusion &amp; Belonging is a standing member of the Curriculum Committee. A new GEO has been developed and approved. The new GEO better equips our students with an understanding of equity, inclusion and belonging. We are currently piloting the new course review process that includes the Committee for Equitable Outcomes. We are testing a matrix that ensures an equity lens is part of all current and new course reviews. After the pilot is complete and refined, it will become part of the standardized course review process.</p>		<p>#9 5 major grants underway with Wissen</p> <p>#10 Marketing working on a "annual report" type report</p> <p>#11 Three vacant positions posted</p>	
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Jackson College Strategic Agenda  
Fiscal Year 2022

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	<p>#3- Hybrid work schedule is underway, with the pilot through mid-June. Several training opportunities were provided for employees to learn strategies to be successful and inclusive whether working on or off campus. In addition, we are getting ready to launch out first Employee Appreciation week (week of March 14) and are working on planning the All College Celebration in person.</p> <p>#4 – JC Global logo was approved and the landing page created. Ready to launch programs (both online and hybrid versions) for Fall, and will begin promoting this Spring.</p>				
<b>Q4 Update 06.30.22</b>					
<b>FY '21 Summary 06.30.22</b>					

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

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

6.0 FY'23 Context Setting Discussion  
 6.2 Jackson College Foundation Leadership Transition  
 (**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-08 Communication & Support of the Board)

In a continuing effort to better serve, I have made the following adjustments to our organization, effective immediately:

- Julie Hand is advanced to Chief Advancement Officer. Under the tutelage of Jason Valente, Julie has amplified her work as a true ambassador for our College. We are grateful that she has agreed to serve in this essential role of identifying new revenue streams and creating new relationships with the donor community.
- Jason Valente is advanced as Chief Campus Operations Officer. Jason deserves our many thanks for his hard work in protecting and expanding upon the College's tremendous physical assets. Jason will continue to provide some support to Julie Hand, and the Jackson College Foundation, through the end of the year.

**Resource Impact:**

None

**Requested Board Action:**

Information only.

**Action Taken:**

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

Planning Session Date: March 21, 2022



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

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

## 7.0 Budget Discussion

(**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities)

Our budget discussion will be a bit different this year, than in years past, principally due to COVID-effects. We will begin with an overview of our current (i.e., FY '22) financial experience inclusive of the board approved budget, and our experience to-date.

Darrell Norris will address our financial review by presenting Higher Education Relief Funding, and our work to-date on distribution of these funds, as well as our intentions for remaining balances and new funding.

Darrell Norris and Dr. Wayne Rose will provide a cash control and cybersecurity update.

And then we will conclude with a proposed FY '23 budget, based upon a number of key assumptions, operational changes, and proposed targets for the year.

Specific components of this section on the agenda are:

- 7.1 FY '22 Performance
- 7.2 HEERF Fund Budgeting and Deployments
- 7.3 Cash Control Update / Cybersecurity Update
- 7.4 Proposed FY '23 Budget Targets

**Resource Impact:**

None

**Requested Board Action:**

Feedback for the FY '22 Budget to be presented in June.

**Action Taken:**

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 2022



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

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

7.0 Budget Discussion

7.1 FY '22 Performance

(**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities)

I will begin with an overview of our current (i.e., FY '22) financial experience, referencing the [December 2021 Financial Report](#), the [Board approved budget](#), and our experience to-date. This will include a look at our projected actual budget.

**Resource Impact:**

None

**Requested Board Action:**

Discussion

**Action Taken:**

<b>Jackson College</b> <b>General Fund - FY 2022</b> <b>FY'22 Projected Actuals</b>			
	<b>Fiscal Year 2022 Approved Budget</b>	<b>Projected FY 2022</b>	<b>Fiscal Year 2022 Budget compared to Projected Actuals</b>
<b>Revenue</b>			
Gross tuition and fees	\$ 21,433,000	\$ 22,433,000	\$ 1,000,000
Less Institutional Scholarships	(800,000)	(800,000)	-
Net tuition and fees	20,633,000	21,633,000	1,000,000
Housing	1,400,000	700,000	(700,000)
Property taxes	5,300,000	5,300,000	-
State appropriations	12,735,720	13,256,600	520,880
Contract training	4,000	75,000	71,000
Potter Center activities	200,000	200,000	-
Hospitality services	750,000	400,000	(350,000)
Miscellaneous	450,000	250,000	(200,000)
Transfers	7,500	20,000	12,500
Transfers - Federal grant funds	-	1,945,606	1,945,606
<b>Total revenues</b>	<b>41,480,220</b>	<b>43,780,206</b>	<b>2,299,986</b>
<b>Expenses</b>			
Wages	16,496,606	15,996,606	(500,000)
Retirement	4,439,364	4,339,364	(100,000)
Benefits	2,934,720	3,034,720	100,000
Services - Staffing Agency	3,697,700	3,697,700	-
Services	2,545,525	2,545,525	-
Materials	1,994,765	1,994,765	-
Rent, utilities, insurance	1,708,000	1,708,000	-
Other operating costs	3,155,000	2,880,000	(275,000)
Transfers	64,926	1,037,874	972,948
Transfers - deferred Maintenance	-	2,006,973	2,006,973
Transfers-debt service	4,087,895	4,087,960	65
Transfers-Jets Store	-	250,000	250,000
Capital equipment	355,000	200,000	(155,000)
<b>Total expenses</b>	<b>41,479,501</b>	<b>43,779,487</b>	<b>2,299,986</b>
<b>Income over (under) expenses</b>	<b>\$ 719</b>	<b>\$ 719</b>	<b>\$ -</b>

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
7.0 Budget Discussion 7.2 HEERF Fund Budgeting and Deployments <u>(BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities
<p>Darrell Norris will provide an overview of emergency funds received and will go into detail on how these funds have been deployed. The various funding sources being covered are Strengthening Institutions, CRSSA Act, CARES Act, ARPA Act and the Cares Act from the State of Michigan.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Feedback for the FY '22 Budget to be presented in June.
<b>Action Taken:</b>



Jackson College  
HEERF Funds Budget to Actual  
Through February 28, 2022

Grant Budget End Date  
6/30/2023

<b>HEERF Funding Summary</b>
------------------------------

Institutional Award Amount	\$ 16,887,711
Direct Award to Students Amount	<u>\$ 10,745,807</u>

<b>Total Award Amount</b>	<b><u>\$ 27,633,518</u></b>
---------------------------	-----------------------------

	Budget	Expenses Through 02/28/2022	Funds Tentatively Allocated For Future Periods
<b>Expenses</b>			
Online course fee scholarships	\$ 6,120,937	\$ 5,995,163	\$ 125,774
Emergency grants to students	10,745,807	10,329,140	416,667
Outstanding Balance Relief	758,342	758,342	-
Wages	1,081,184	946,475	134,709
Retirement	354,800	316,473	38,326
Benefits	138,355	120,485	17,870
Services	506,529	210,154	296,375
Materials	449,241	355,828	93,414
Other operating costs	338,894	323,523	15,372
Transfers to general fund	1,945,606	1,945,606	-
Touchless campus	750,000	259,809	490,191
ASHRAE HVAC Covid Mitigation	2,825,685	-	2,825,685
Capital equipment	<u>1,618,139</u>	<u>1,618,139</u>	<u>-</u>
<b>Total Expenses</b>	<b><u>\$ 27,633,518</u></b>	<b><u>\$ 23,179,135</u></b>	<b><u>\$ 4,454,383</u></b>

**Unbudgeted (0)**

Unbudgeted Institutional	(0)
Unbudgeted Direct Awards to Students	-

Note: Any changes in expense levels can be balanced with lost tuition revenue transfers to the general fund.

Note: We will continue to use emergency grants to students as decided in our 22/SPR spending plan.

Note: There will be no online course fee scholarships for 23/SUM.

Note: The amounts reported above are as of the date listed and are subject to change.

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 2022



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

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

7.0 Budget Discussion

7.3 Cash Control Update / Cybersecurity Update

(**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities)

As a follow-up to the irregularities regarding cash handling a few months ago, I have asked CFO Darrell Norris and Dr. Wayne Rose to provide an overview of the recommendations from our independent auditor, as well as our progress thus far.

I have attached a detailed report from Dr. Rose to provide you with additional context.

**Resource Impact:**

Modest.

**Requested Board Action:**

Information only.

**Action Taken:**



## MEMORANDUM

**To:** Darrell Norris, Vice President for Finance  
**From:** Michelle McHale-Adams, CPA/CFF, CFE and Kyle Sutton, CPA, CFE  
**Date:** March 14, 2022  
**Re:** Internal Control Recommendations Assessment

As outlined in our engagement letter dated March 1, 2022 with Jackson College (the "College"), we have:

- Reviewed revised/updated written processes and procedures involving accounts payable and petty cash
- Performed interviews of select College personnel, including:
  - a. Accounts Payable Clerk (Kallie Hilt and Andrew Lane, Temporary)
  - b. Coordinator of Purchasing and Business Services (Sandra Beagle)
  - c. Payroll Specialist (Kallie Hilt)
  - d. Internal Auditor (Kimberly Abbott)
  - e. Controller (Teresa Choate)
- Assessed additions/changes to vendor information since December 1, 2021, via the change report from the ERP system and confirm supporting documentation exists for a sample of these changes

This memo is to summarize the results of the engagement.

### Previous Recommendations

On September 17, 2021, we issued a memo outlining the following internal control recommendations:

#### *Accounts Payable*

1. The ability to add/change vendor bank account information should not be performed by the Accounts Payable Clerk. The person who adds new vendors, who does not have the ability to process payments, is a logical choice.
2. When a request to change or add bank account information for paying a vendor is made, the person entering that data should verify the request is accurate by calling the vendor directly, at a number independently verified on the vendor's website or using other verified sources.

Darrell Norris  
Re: Internal Control Recommendations Assessment

Page 2 of 4  
March 14, 2022

3. When edits are requested, documentation should be retained that supports the request and the additional steps performed to verify the modification.
4. Someone other than the Accounts Payable Clerk should prepare the Positive Pay file and provide to the bank.
5. An individual without the ability to process payments, such as the Vice President of Finance or Internal Auditor, should randomly and periodically review a sample of cancelled check copies directly from the bank. This review should include a comparison to the check register payees and amounts, as well to verify the vendor has a legitimate business purpose for being paid.
6. Periodically, someone besides the Accounts Payable Clerk should review a change report listing all changes made to the vendor master file, including names, addresses, and bank account information.

#### *Petty Cash*

1. Access to the room containing the petty cash safe, and especially the combination to the safe, should be limited to only the few individuals who need access, as determined by the College.
2. As petty cash requirements increase for the College due to bringing dining services and campus bookstore in-house, the College should consider security cameras to capture activity related to cash handling.

In addition, we recommended that the College performs random and periodic data analytics surrounding Accounts Payable and Payroll processes designed to identify “red flag” transactions indicative of fraud, along with sample-testing on flagged transactions.

#### Analysis

Based on our review of the College’s updated policies/procedures, as well as information gathered during interviews, the College implemented the recommendations outlined in our previous memo. Specifically, it was represented to us that:

1. The Coordinator of Purchasing and Business Services is responsible for adding new vendors and changing existing vendor information. This position does not have the ability to process payments.
2. When the Coordinator of Purchasing and Business Services adds or changes vendor bank account information for payment, she contacts the vendor directly by

Darrell Norris  
Re: Internal Control Recommendations Assessment

Page 3 of 4  
March 14, 2022

finding a phone number online (unless a previously established phone number exists for that vendor) and confirms the payment information with that vendor.

3. When the Coordinator of Purchasing and Business Services adds or changes vendor bank account information, she completes a form that lists the vendor name, vendor ID, and the steps taken to confirm the account information. This form is retained electronically.

We obtained the audit log that tracks changes to vendor information and identified changes to vendor information with a UserID of seven (7) digits. We were informed that these UserID changes are for students changing their own bank account information to receive tuition refunds; documentation is not required because these are instances of a user logging into their secure access to make the change. We identified one (1) change to vendor information unrelated to student accounts; supporting documentation existed for the change, outlining the steps performed to verify the change with the vendor.

4. While the Positive Pay file is created by the person acting as the Accounts Payable Clerk (Kallie Hilt), it is uploaded by the Student Financial Services Representative. In addition, the Controller reviews the Positive Pay and ACH pre-note files. Documentation for exceptions to positive pay is retained.
5. Since October/November 2021, the Internal Auditor performs a monthly review of a sample of cancelled checks by obtaining a CD of check images directly from the bank.
6. Since December 2021, the Internal Auditor reviews changes to the vendor master file. Though all changes are logged, only changes to the ACH information is required to have documentation.
7. The College installed a new safe in the business office for petty cash. Only the Controller and Vice President for Finance have access. Access to the room containing the safe is tracked via keycard swiping, and a security camera has been installed to monitor the safe.
8. The Internal Auditor performs quarterly data tests, including:
  - a. Identifying vouchers paid without a vendor
  - b. Verifying employees paid from tuition refunds account are valid
  - c. Verifying refunds against tuition are only for registered students
  - d. Beyond tuition, verifying payments to students are for legitimate reasons, such as a housing deposit refund
  - e. Comparing vendor master file names to check register names and reviewing invoices/W9 forms if there are differences

Darrell Norris  
Re: Internal Control Recommendations Assessment

Page 4 of 4  
March 14, 2022

- f. Comparing vendors to employees, including bank account and taxpayer ID
- g. Performing Benford's Law, a/k/a Law of First Digits, analysis on invoice amounts and student refunds
- h. Testing the invoice register for duplicate invoice numbers from the same vendor
- i. Random sampling of ACH vendors to verify they received payment by calling the vendor
- j. Analyzing check sequences in accounts payable and payroll
- k. Identifying employees with missing information, low withholdings, or a PO box as addresses
- l. Identifying excessive overtime
- m. Identifying paychecks made on non-payroll dates

### Conclusion

Based on the representations, the College has implemented sound internal control processes regarding cash disbursements and petty cash.

### Signature

We would be happy to update these findings, upon request.

Sincerely,

*Plante & Moran, PLLC*

Plante Moran





March 14, 2022

In response to the investigation of diverted vendor payments and missing petty cash performed by Plante Moran in September 2021 Jackson College committed to the following audit and data testing procedures. Below are the results of subsequent audits and procedures.

### Petty Cash - Internal Audit Procedures

RECOMMENDED PROCEDURE	FREQUENCY	STATUS
Petty Cash Audit	Quarterly	Complete through 2.28.2022
Opening Cash Audit	Quarterly	Complete through 2.28.2022

### Accounts Payable & Payroll - Internal Audit Procedures

RECOMMENDED REVIEW	FREQUENCY	STATUS	COMMENTS
1. Vouchers paid without Vendor ID.	Quarterly	Complete through 1.31.22	There were no occurrences.
2. Employees paid out of tuition account.	Quarterly	Complete through 1.31.22	All occurrences were registered student employees or part time employees who were also registered in the semester the payment was issued against.
3. Refunds against tuition account that has no registration activity.	Quarterly	Complete through 1.31.22	There were no occurrences.
4. Students paid out of ledger accounts that are not tuition related.	Quarterly	Complete through 1.31.22	All occurrences reviewed and were appropriate for payment out of non-tuition account.
5. Vendor Name comparison (between vendor master & check name).	Quarterly	Complete through 1.31.22	Occurrences were reviewed and were not fraudulent in nature.
6. Vendor Address comparison (between voucher/invoice and employee/student addresses)	Quarterly	Complete through 1.31.22	There were no issues. All employee/Voucher address matches reviewed and belonged to employee for various refunds.
7. Bensford Analysis on first digit of invoice amount.	Quarterly	Complete through 1.31.22	Variances were reviewed and were not unusual.
8. Review for duplicate invoice payments.	Quarterly	Complete through 1.31.22	Two duplicate payments identified and provided to management for resolution.



March 14, 2022

RECOMMENDED REVIEW	FREQUENCY	STATUS	COMMENTS
9. Complete Vendor/Employee match via bank and EIN/SSN number.	Quarterly	Complete through 1.31.22	25 employees matched through SSN. All reviewed and were valid because the employee had also been listed as a vendor some time in the past.
10. Random selection of vendor ACH payments contacted for verification of payment receipt.	Quarterly	Complete through 1.31.22	All ACH payments verified were received by the vendor.
11. Compare Vendor/employee information to identify potentially fictitious or related-party vendors such as bank account and address information.	Quarterly	Completed 2.1.22	No occurrences were found.
12. Check sequencing issues; gaps in check numbers, duplicate check numbers, out of sequence check numbers.	Quarterly	Complete through 1.31.22	There was one instance related, and properly documented, to a manual reissuance of a lost payroll check.
13. Compare employees with matching information to identify potentially fictitious employees.	Quarterly	Complete through 1.31.22	No fictitious employees were found.
14. Identify employees with missing information.	Quarterly	Complete through 1.31.22	Testing and reviews completed on employees with no withholdings, no or low deductions, using PO Box. No fictitious employees were discovered.
15. Trending employee hours and wages to identify excessive overtime.	Quarterly	Complete through 1.31.22	There was no excessive overtime.
16. Identify paychecks paid on non-payroll dates.	Monthly	Complete through 1.31.22	There were no payments on non-payroll dates.

### Reviews Added in Response to Internal Control Findings

RECOMMENDED REVIEW	FREQUENCY	STATUS	COMMENTS
Internal Control 3- Documentation of Bank Account Adds/Changes.	Monthly	Complete through 1.31.22	Review of change documentation performed with no issues noted.
Internal Control 5- Review of cancelled check copies from the bank.	Monthly	Complete through 1.31.22	Random review of canceled check copies noted no name discrepancies.
Internal Control 6-Vendor Change Report Review	Monthly	Complete through 1.31.22	Review of change documentation performed with no issues noted.



March 14, 2022



## Internal Audit Data Analytics & Testing Summary

### Nov 2021-Jan 2022

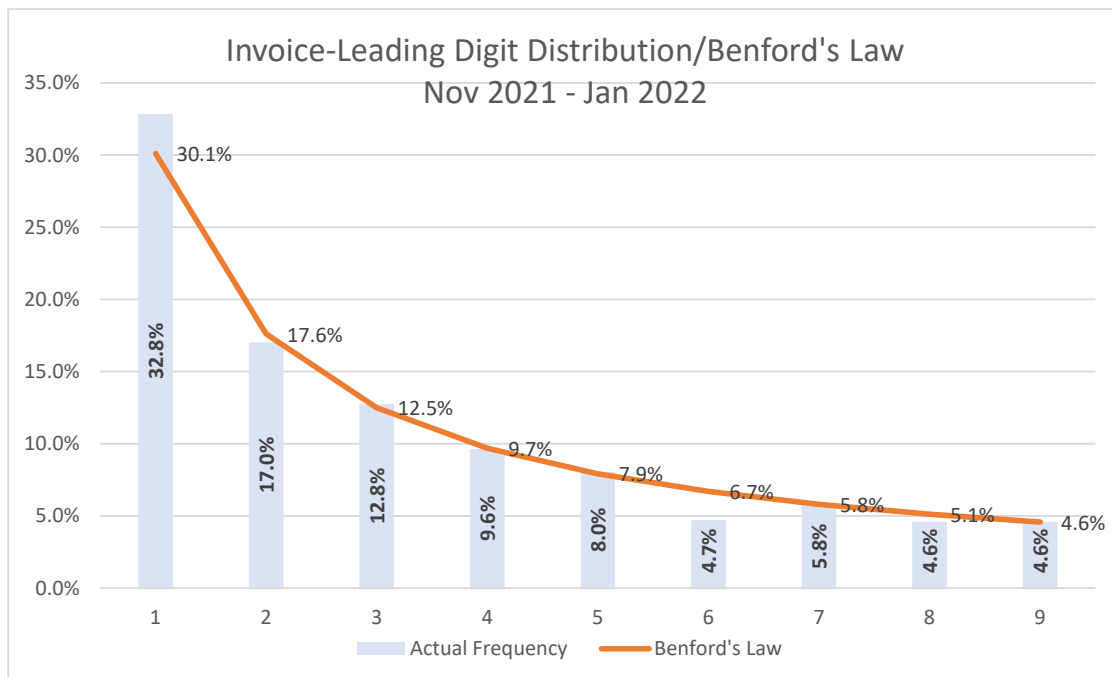
The purpose of this summary is to communicate the results of the Internal Auditor's analysis and testing of transactional activity in the accounts payable and payroll universe. Analytics may uncover anomalies within transaction activity that warrant further investigation. The investigation may uncover operational deficiencies or fraudulent activity. Any errors, fraud or recommendations that arise because of this analysis and testing will be communicated to management to address as necessary.

#### Benford's Law

Benford's Law looks for high level anomalies in the transaction universe. Abnormal results are further explored for errors or fraudulent activities. A brief explanation of the use of Benford's in identifying fraud:

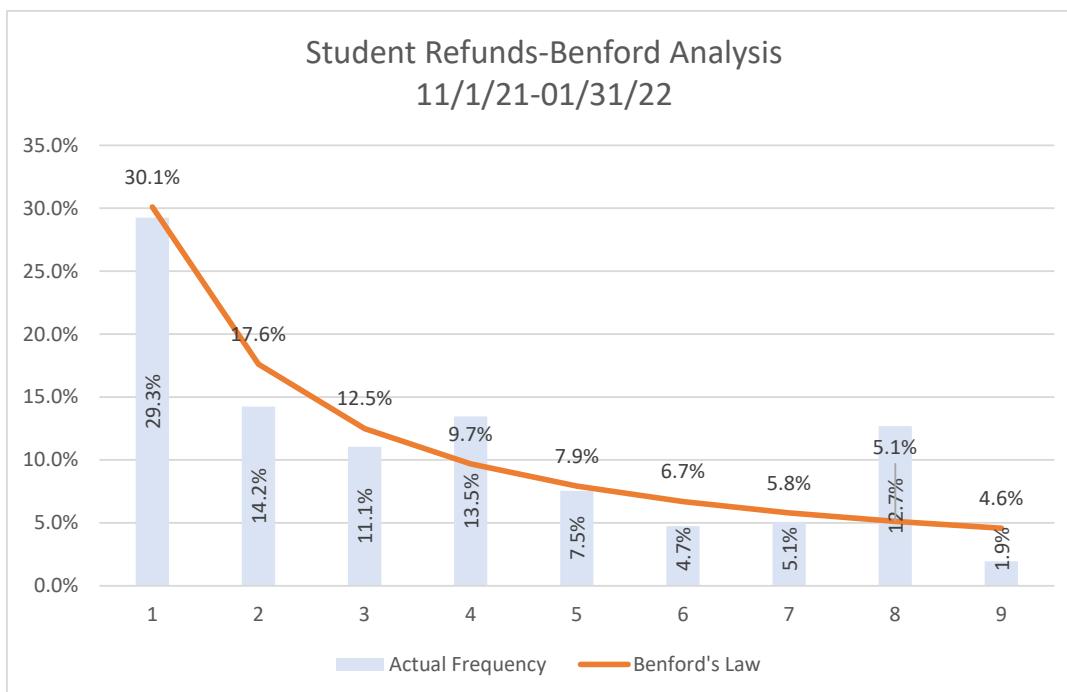
If we know the normal frequency of digits, then we can identify digit frequencies that violate that normal behavior. For example, Benford concluded that, out of a group of numbers, the first digit will be "1" about 30% of the time. Similarly, using the same function, we can expect the first digit to be "8" about 5.1% of the time.

The chart below summarizes Benford's Law against actual invoice amount activity based on the first number in the amount of the invoice. Note this data set includes accounts payable transaction detail from **11/1/21-1/31/22** and excludes student refunds (reviewed separately).



The variation between Benford's and actual percentages were insignificant and did not warrant additional testing. Differences of 4% or more would be reviewed for evidence of fraudulent activity.

The chart below summarizes Benford's Law against student refund activity based on the first number in the amount of the refund. Differences of 4% or more were reviewed and no evidence of fraudulent activity was identified. The variance was explainable as changes in enrollment that caused additional PELL disbursements were in \$812 increments.



### Duplicate Payments

Transactional activity was reviewed and detected 2 duplicate payments totaling \$1,747.74. Details of the duplicate payments were shared with management for resolution. The college's accounting software detects duplicate invoice numbers upon entry with an on-screen notification. Duplication can occur when the on-screen notification is ignored or by the invoice number being altered in a way that circumvents the duplicate invoice control (for instance adding a "-1" to the end of the invoice number).

### Review and testing of student account transaction activity from 11/1/2021-1/31/22.

- Reviewed to ensure that any employee refund payment issued from the student account balance (01-0000000-1-3310 and 30-0000000-1-3375) was valid. 4 records found. Each was an appropriate refund; part time employees that were also students.
- Reviewed refunds for CARES emergency grants to ensure all students receiving CARES were registered students. All were registered at the time they received the CARES funds.
- Reviewed refunds from the student tuition account to ensure that all students who received a refund were registered. All refunded students were registered.

- Reviewed all 16 payments made to students out of non-student general ledger account numbers. All were appropriate payments.
- A sample selection of student account refunds was reviewed, and all were appropriate.

#### **Additional Accounts Payable review**

- A comparison of vendor name and check names was completed to ensure payment is going to correct vendor. None of the mismatches were fraudulent in nature. Most mismatches occurred due to vendor acquisitions causing name changes in either the remit to or vendor name. It was recommended to management to request updated W9 information from the vendor and update vendor master records as necessary.
- A random review of canceled check copies was completed to detect name discrepancies between the check data and the actual check. No discrepancies were noted.
- Vendor addresses were reviewed for duplication with employee addresses. All matches reviewed were payments to employees for valid expenses.
- A random selection of vendors who received payment via ACH electronic payments were contacted and confirmed that they received the payment sent to them via ACH.
- A comparison was made of vendor and employee information to identify potentially fictitious vendors. There were no suspicious accounts.
- Check sequencing issues, such as gaps in check numbers, duplicate check numbers and out-of-sequence check numbers, were reviewed and all instances were appropriate.

#### **Analysis of Payroll Records to check against A/P Vendors and other common Flags**

- A report with employee payroll bank deposit information was created to aid in the review.
- Reviewed banking records for duplicate account numbers using bank routing number and the last four digits of the account number. All were reviewed and appropriate. Common duplicates are credit union accounts that have the same account number for a deposit account and a savings account; known related employees (Married/partners) using the same bank account.
- Employee payroll banking information was compared to the vendor master file. Records were reviewed for employees that had banking information in the vendor master and in the payroll system. All instances were reviewed and were refunds in the A/P system related to reimbursements (vs. billing from a business). A few of the employees had a business that worked with the college prior to becoming an employee so the business status remained on their vendor records. No cause for concern.
- Employee Social security numbers were matched against the vendor master for any vendor with a Misc Vendor code that would indicate they were a business (ISP, CCP, LLC, etc). 25 records reviewed and all were appropriate.
- Check sequencing issues, such as gaps in check numbers, duplicate check numbers and out-of-sequence check numbers, were reviewed and all instances were appropriate.
- There were no payroll checks paid on non-payroll dates.
- To check for potentially fictitious employees historical direct deposit file information was reviewed. All duplicate social security matches were reviewed and found to belong to the same employee.

- Employees with missing information were reviewed by noting those that had no, or low, FICA or income tax withholding. Employees with no address or use of PO box were also reviewed. Testing noted no inappropriate records.
- An analysis of employee wages concluded that there was no excessive overtime being used.

**Monthly review of system generated audit reports**

An auditing feature within the College's ERP system was turned on to report add/change activity in vendor and banking files. Reports are delivered to the Internal Auditor monthly and reviewed to ensure changes are properly documented and appropriate. Review of the change documentation for December 2021 (the first delivered report) and January 2022 noted no discrepancies.

Respectfully submitted,

A handwritten signature in blue ink that reads "Kim Abbott". The signature is written in a cursive, flowing style.

Kim Abbott, Internal Auditor

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

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

7.0 Budget Discussion

7.4 Proposed FY '23 Budget Targets

(**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-03 Planning)

During this time, I will begin with a review of the master plan followed by our projected BCH for FY'23. I will then review our major revenue assumptions including tuition and fees, BCH, state appropriations, property tax and HEERF funding and our major expense assumptions including wages and merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt service, and capital equipment. I will share a projected budget for FY '23 and conclude with a review of debt.

**Resource Impact:**

None

**Requested Board Action:**

Feedback for the FY '22 Budget to be presented in June.

**Action Taken:**

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
8.0 Other College Items  ( <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication & Support of the Board)
<b>Executive Summary:</b>
This time has been set aside for additional College Items/updates.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Comment and Participation only
<b>Action Taken:</b>

**BOARD OF TRUSTEES SPRING PLANNING SESSION**

**Action & Information Report**

Planning Session Date: March 21, 2022



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

**Subject to be Discussed:**

8.0 Other College Items

8.1 Consideration of Board Committees

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

**Executive Summary:**

For your convenience, please find here the link to the [full Bylaws](#).

Below you will find Section 7 of the Bylaws relating to Board Committees:

**7. Committees of the Board**

- Standing Committee – Audit: The Board of Trustees shall have a standing Audit Committee. The Audit Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.
- Standing Committee – Ownership-Linkage: The Board of Trustees shall have a standing Ownership-Linkage Committee. The Committee will bring forward recommendations to the entire Board for consideration and appropriate action, as warranted. The Committee alone holds no authority for decision making, as this is retained by the full Board only.
- Special Committee(s): The Board of Trustees shall authorize such special committees as are deemed necessary. A special committee shall report recommendations to the board for appropriate action. A special committee shall be dissolved when final action on its report is taken by the Board.

**Resource Impact:**

None

**Requested Board Action:**

Discussion as to the Board's evaluation of the ongoing need for standing committees.

**Action Taken:**

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed:</b>
<p>8.0 Other College Items</p> <p>8.2 College Feature</p> <p>8.2.1 Affinity Groups</p> <p>(<b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board)</p>
<b>Executive Summary:</b>
<p>Our Chief Diversity Officer (CDO), Kelly Crum will provide an overview of an initiative I implemented a couple of years ago at Jackson College. I am most pleased with the progress we have made in taking a keener interest in, and collaboration with, various populations in our community. In so doing, it is my hope that the various racial, ethnic, and other populations will engage with Jackson College more fully, whether through enrollment, workforce training, and traditional ethnic celebrations, as well as creating a space for broader, collaborative dialogue in our community.</p> <p>Two of the Affinity Group Liaisons, Liz Story and Jacob Inosencio, will be on hand to provide his perspective on the efficacy of this work.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Comment and Participation only
<b>Action Taken:</b>



**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed:</b>
<p>8.0 Other College Items</p> <p>8.3 Board Succession Planning</p> <p>(<b><u>BOARD POLICY</u></b>: GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda)</p>
<b>Executive Summary:</b>
<p>Over the past couple of years, I have developed a comprehensive approach to orientation for new trustees. I will present this design with you during the meeting. I am most interested in your feedback and recommendations for change.</p> <p>Additionally, looking forward at board's membership, I believe it wise that we consider possible community leaders who may be interested in board service at Jackson College at some future point.</p> <p>Having a forward view and general succession plan is a hedge against potential disruption in governance.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Comment and Participation only
<b>Action Taken:</b>
None



## **Succession Planning Consideration**

### **Board of Trustees Jackson College**

#### **Proposed New Trustee Orientation Elements:**

- Provide a brief candidate orientation prior to board consideration (especially ideal for all candidates vying for a post);
- Require, by policy, that all new-elected/appointed trustees must participate in the Board's orientation structure;
- Following the appointment or election of the new board member, there will be an in-depth (i.e., 4-hour) initial orientation with the new trustee together with the Jackson College Board Chair and the College President. Key components of the first orientation will include a considerable review of the Board's Orientation Manual, familiarization experience using Diligent Boards virtual board book, as well as reviewing the agendas, meetings, budgets, and minutes of the prior three board meetings;
- A second 4-hour board meeting with the new trustee will be held by the College President, and the Board Chair as needed, to review the Policy Governance methodology. John Carver's book entitled "Boards that Make a Difference" will be provided, well in advance of said meeting for reading. Additional support items detailing Policy Governance will also be provided to the new member.
- The Chairman will assign an experienced current member of the board, or even retired board member, to serve as a Trustee Peer-Mentor throughout the orientation process.
- New trustees will minimally have a monthly conversation with Trustee Peer-Mentor. Such meetings will include a review of proceedings of the most recent board meeting, consideration of the next board meeting items, and respond to questions of the new trustee.
- The Board will conduct an summary discussion with the new member one year after election/appointment so as to determine the efficacy of the orientation process, as well as to determine where the process could be improved.

## **Board Orientation Manual Content (Suggested Items):**

### **Board of Trustees**

### **Jackson College**

#### General:

1. Organizational History
2. Organizational Principal Achievements & Notable Alumni
3. Organizational Fast Facts
4. Current Board Membership & Associated Biographies.
5. Trustee Job Description
6. College Chief Executive & Bibliography

#### Board Operational:

1. By-Laws
2. Robert's Rule of Order protocols
3. Board Policies
4. Board Meeting and Committee Schedules
5. Board Committee Assignments and Committee Duties
6. Professional Development Requirements & Dates
7. Recent Evaluations and Goals
8. Definition of Owners versus Stakeholders
9. Definition of Governance style
10. Legal Counsel and Bibliography
11. Auditing firm and Bibliography
12. Recent Board Agendas & Minutes

#### Institutional:

1. President's Strategic Plan
2. President's Organizational Chart
3. Calendar of Key College Events
4. Annual Operating Budget
5. Most Recent Audit Documents, including IT Audits
6. President's Contract
7. President's Most Recent Evaluation
8. College's Regional Accreditor and Accrediting Standing
9. Additional Program-Level Accreditors
10. College Catalogue
11. Marketing Material Sampling
12. Campus Map

#### Other:

1. Foundation Leadership & Board with Bibliographies
2. Grants, Allocation and Purpose
3. Key Organizational Contacts
4. Recent Board Members
5. State and National Associations and Contact Information
6. President's Chief of Staff/Board Assistant Secretary and Contact Information

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

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

9.0 Board Items/Comments

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

**Executive Summary:**

This time has been set aside for any items the Board would like to share or discuss that were not part of the agenda.

**Resource Impact:**

None

**Requested Board Action:**

Comment and Participation only

**Action Taken:**

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
 Planning Session Date: March 21, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
10.0 Plus/Delta ( <b><u>BOARD POLICY</u></b> : GOVERNANCE PROCESS: GP-01 Governing Style)
<b>Executive Summary:</b>
At this point, we welcome any feedback you have on how we can improve future meetings as well as what worked well from your perspective.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Feedback and discussion
<b>Action Taken:</b>

**BOARD OF TRUSTEES SPRING PLANNING SESSION**  
**Action & Information Report**  
Planning Session Date: March 21, 2022



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

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

11.0 Adjourn

(**BOARD POLICY:** 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:**