

# Jackson College Board of Trustees Meeting

Regular Meeting

April 11, 2022 06:30 PM



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(\*) 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 NOTE: Phases may be rescinded at any time should medical and safety needs warrant.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 MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 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 MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
2.0 Adoption of Minutes 2.1 Regular Board Meeting of 03.14.22 2.2 Board Spring Planning Session of 03.21.22  ( <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style)
<b>Description:</b>
Attached are the minutes of the most recent meetings of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.  Please note that, by law, a preliminary draft of these minutes are posted within 10 days of the preceding Board Meeting and are finalized as a formal record upon Board approval at the subsequent meeting.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of the minutes for approval to the formal record of the Board.
<b>Action Taken:</b>



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

**Jackson College**

Central Campus, Bert Walker Hall-Community Room 145  
03.14.22

**[DRAFT & UNOFFICIAL]**

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

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

*Board Member Excused Absence:* None.

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

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

### **DECLARATION OF CONFLICT OF INTEREST**

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

### **ADOPTION OF MINUTES**

The draft minutes of the Regular Meeting of the Board of Trustees on February 14, 2022, were reviewed by the Board. The minutes were moved into the permanent record by Chairman Barnes, on behalf of the Trustees.

### **OWNERSHIP LINKAGE**

*PUBLIC COMMENTS:*

None.

### **BOARD COMMENTS – OWNERSHIP LINKAGE COMMITTEE PROGRESS**

*DISCUSSION:*

Vice-Chairman Crist and Trustee Lake provided a review of the Ownership Linkage Committee work to-date. Deeper discussion will ensue at the Board's Spring Planning Session on March 21, 2022.

Board Comments: At Trustee Patterson's request, President Phelan will research the MLK Award voting and nominee candidate pool policy and report back on the matter at the next regular Board meeting (April 11<sup>th</sup>, 2022).

Trustee Hoffman reported having met with Congressman Tim Walberg on behalf of Jackson College on February 14, 2022.

## **ITEMS FOR DECISION**

*GOVERNANCE PROCESS ITEMS: Policy Update – GP-07.1 Audit Committee Terms of Reference:* President Phelan reviewed the proposed revisions from the February 14th, 2022, Board meeting with the Trustees.

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

*GOVERNANCE PROCESS ITEMS: Policy Review: GP-01 Governing Style:* The Board of Trustees had no comments or questions regarding Policy GP-01 Governing Style.

**MOTION BY TRUSTEE CRIST TO APPROVE POLICY GP-01. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*EXECUTIVE LIMITATIONS ITEMS: Policy Review: EL-11 Entrepreneurial Activity:* President Phelan led a brief discussion of policy EL-11 Entrepreneurial Activity, in particular noting that this policy combines the language of the previous policies EL-11 ENDS Focus of Grants or Contracts and EL-13 Entrepreneurial Activity. The previously approved interpretations for both policies remained intact.

**MOTION BY TRUSTEE LAKE TO APPROVE THE CEO'S COMBINATION OF THE PREVIOUS POLICIES EL-13 ENTREPRENEURIAL ACTIVITY AND EL-11 ENDS FOCUS OF GRANTS OR CONTRACTS POLICIES INTO EL-11 ENTREPRENEURIAL ACTIVITY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

## **CONSENT / REQUIRED APPROVAL AGENDA**

*BOARD'S SPRING PLANNING SESSION AGENDA:* The Board reviewed the Board's Spring Planning Session Agenda for March 21<sup>st</sup>, 2022, making no amendments.

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

#### **MONITORING CEO PERFORMANCE**

*REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring:*

*EL-11 Entrepreneurial Activity:*

President Phelan presented the 2022 Monitoring Report for EL-11 Entrepreneurial Activity, indicating full compliance.

**MOTION BY TRUSTEE HEINS TO ACCEPT THE MONITORING REPORT FOR POLICY EL-11 ENTREPRENEURIAL ACTIVITY AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, MATHEIN, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.**

*CEO COMPLIANCE REVIEW:*

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

#### **MONITORING BOARD PERFORMANCE**

*REGULARLY SCHEDULED BOARD SELF- MONITORING SURVEY RESULTS: GP-01 GOVERNING STYLE:*

President Phelan presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-01 Governing Style. Trustees mutually agreed upon the overall positive aggregate responses.

#### **INFORMATION REQUEST BY THE BOARD**

*President Compensation Committee Report:*

Vice-Chairman Crist led a discussion of the President Compensation Committee's meeting on March 2nd, 2022. Trustee Heins, Trustee Lake, and Trustee Hoffman requested a written report showing current total compensation, relevant comparisons, and recommendations from the President Compensation Committee, to be discussed at the next regular Board meeting on April 11<sup>th</sup>, 2022.

*January 2022 Financial & Auxiliary Reports:*

President Phelan presented the January 2022 Financial and Auxiliary Reports for the Board's review, to be more deeply discussed at the Board's Spring Planning Session on March 21<sup>st</sup>, 2022.



*Next Board Meeting Topics – April 11, 2022:*

President Phelan noted that this will be a new section on this and subsequent Board meeting agendas so as to give the members a portend of items that are to come, as well as to receive any suggestions during this time on the agenda.

Below are the currently anticipated topics:

- Policy Review and Survey Results: GP-02 Board Job Contributions
- Policy Review and Survey Results: GP-04 Role of Board Chair
- Policy Review & 2022 Monitoring: EL-12 Land Use
- Policy Review & 2022 Monitoring: EL-00 General Executive Constraint
- Policy Review & 2022 Monitoring: EL-02 Treatment of Staff
- President Compensation Committee Report
- MLK Voting / Nominee Pool Policy
- Officer Election: Chairman Barnes requested an officer election at the next Board meeting to replace him as Chairman.
- Environment Social Governance (ESG): Trustee Hoffman and Chairman Barnes described the movement and would like exposure to the topic in April. Trustee Heins requested a page of info on ESG, which Dr. Phelan will provide.
- *Distinguished Service Award Recipient Consideration*: Chairman Barnes led a discussion of recommendations for the Board's Distinguished Service Award for 2022. President Phelan noted that Board members that retire automatically receive this reward. Names for further consideration at the next regular meeting include Leland Bassett, Frank Dick, Martha Petry, and Phil Moilanen.
- *Distinguished Service Award Presenter for Commencement Consideration*: This will be discussed when the recipient is chosen at the next regular meeting.

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

*Principles of Policy Governance:*

No comments.

**MEETING CONTENT REVIEW**

No Comments.

**ADJOURN**

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

Meeting Adjourned at 7:27 pm ET.



## **SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES**

Jackson College

Central Campus

Bert Walker Community Rooms 144 & 145

March 21, 2022

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

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The Spring Planning Session of the Board of Trustees of Jackson College was held on Monday, March 21, 2022, at the Central Campus of Jackson College, Bert Walker Hall Community Rooms 144 & 145.

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

*Others Present:* *President Phelan*, Cindy Allen, Jason Valente, Jeremy Frew, E. Wayne Rose, Julie Hand, Keith Book, Jesse Wallenfang, Jacob Inosencio, Elizabeth Story, Kelly Crum, and Rose Mercier.

Chairman Sam Barnes called the meeting to order at 7:30AM Eastern Daylight Time.

#### **DECLARATION OF CONFLICT OF INTEREST**

None

#### **PUBLIC COMMENTS**

None

#### **CONTEXT SETTING**

President Phelan provided an overview of the agenda for the day's meeting and introduced Rose Mercier, Senior Consultant with the Governance Coach, who has been advising the Board's work on ownership-linkage.

#### **OWNERSHIP LINKAGE FINDINGS**

Rose Mercier shared a summary of the Ownership-Linkage process to-date. The Ownership-Linkage Committee, (i.e., Vice Chairman Crist and Trustee Lake), has been meeting with local school and employer organizations to discuss the role of Jackson College within the community, opportunities created by the College's presence, benefits that Jackson College offers to students, the most significant challenges that the Owners expect our community to face in the next 5-10 years. The Committee also sought to understand what, amongst those challenges, that Jackson College could address, the attendant benefits to the larger community that Jackson College students provide,

as well as the opportunities for Jackson College to make and support positive changes in the community, with a particular emphasis on business, industry and professional trades. The responses to these questions allow the Board to review and adjust its ENDS policy as needed.

Trustee Lake described the meetings as an “eye opening experience” but noted that similarities in responses between groups indicated that a review and adjustment of the questions which we ask them, as well as expanding the variety of organizations with which the Committee plans to meet, may be needed to get a more robust spread of answers. The development and inclusion of an FAQ page with quick Jackson College facts – enrollment, graduation, job placement rate, etc., would be helpful during the meetings.

Trustee Lake and Vice Chairman Crist explained some difficulties the Committee has experienced in meeting with the full boards of local schools, which may have led their responses to be more operationally, than strategically and future focused.

Trustee Hoffman inquired whether the boards leveled criticisms at Jackson College during these meetings and if so, how did the Committee respond? Vice Chairman Crist and Trustee Lake confirmed that, as a practice, they did not respond to the criticisms and instead focused on listening to bring their concerns to the Board of Trustees. Vice Chairman Crist noted that several board members with whom they met had misconceptions about Jackson College, its programs, and history.

Rose Mercier then asked the Board, “What did we learn that helps us better understand the values, perspectives, and needs of the ownership groups with which they had met so far? Chairman Barnes summarized that they want Jackson College to be available, affordable, and seamless. Rose Mercier noted that a frequent theme was a desire for collaboration, to which Vice Chairman Crist agreed. Trustee Patterson noted the repeated interest in Jackson College’s dual enrollment, career pathways, and general affordability. Trustee Mathein noted that the Owners were likely seeking more specific answers than may be reasonable from the Board of Trustees and suggested speaking with the downstream customers of JAMA as well. Trustee Patterson stated that several owners’ responses noted concerns with the availability of K-12 teaching staff which is another issue with which Jackson College could help the community. Trustee Mathein inquired if the Career Center is still a valuable resource, to which Trustee Lake responded affirmatively, but with the caveat that awareness of the Career Center in the larger community may also be lacking.

To clarify confusion over JAMA’s comments about the lack of a manufacturing program presence on Jackson College’s campus, President Phelan recapped the manufacturing program history on Jackson College’s campus, the history of JAMA’s education and training program, and past efforts to initiate collaboration, from Jackson College’s perspective. He also confirmed that the new STEAM Factory, to be located on the main campus, will have modern manufacturing training equipment and programming. Trustee Heins stated that many of these issues are repeated failures of communication. Rose

Mercier notes that both internal and external communication problems can cause these differences between groups.

Rose Mercier asked if there are any other trends that the Board should think about that will change the landscape of education for the coming decades, to which Trustee Mathein noted that while both Jackson College and owners' groups frequently use the word pathway, they may have different definitions as to how it related to Jackson College programs.

Rose Mercier asked if there are any issues that may have an impact on the Board's ENDS policy change based upon the ownership linkage reports or the current discussions. Trustee Heins stated that he is comfortable with where the policy statement as it reads now. Chairman Barnes noted that if we are discussing student outcomes, then the Board is very comfortable with their ENDS statement and attending results. Skills that students need in the Jackson community include general workplace practices, work ethic, communication, and life skills.

President Phelan discussed unpacking the "At what cost" piece of funding and millage related conversations with owner groups. This is an issue that has always had lots of back and forth. Regarding millages, he noted that the College has made fourteen attempts to pass a millage, and he also noted that it took us a third attempt to pass the charter millage in 1963. There is always a good time and a bad time and a political time for such a request of the community and he is continually assessing this timing. He stated that is question is an important insofar as it speaks to our future. Again, he noted, what is it worth to the community?

Vice Chairman Crist noted that there was frequently a difference between the start and end of the ownership meetings on the issue of millages or funding, and a lack of awareness to both, as to whether the College is pursuing a new millage and when the last one was passed. Rose Mercier recommended a discussion on the wording and ordering of questions being asked to owners, for example, "What impact that would result if the College were to disappear from the community?" or "What is it worth to the community to have the College here?" as that can clarify issues that are hard to address in most framings of the millage issue. President Phelan suggested that millage information is perfect to include on a FAQ sheet to help contextualize things better for the owners and future O-L meetings.

Rose Mercier asked the board about what kind of owner groups they should include in the next round of meetings. The Board suggested reaching out to the following next:

- City Council
- County Government
- Churches
- Enterprise Group
- Township Boards
- Jackson Young Professionals

President Phelan suggested having the committee revise the list of groups and have this O-L segment again in the fall planning session.

Rose Mercier suggested revising the order of ownership group questions to start the discussions with inquiring about challenges in the community over the next 5-10 years and how the College might be able to respond to those challenges to better frame the conversations with these questions:

- What is it worth to the community?
- If the College did not exist, what is missing?
- If you view having the College as the return on investment, what is the community's investment to make that happen?

These may allow discussions of millage attempts to come about more naturally in the conversations. Vice Chairman Crist noted that the question of what would be missing if Jackson College did not exist, elicited some significant pauses and concern during the ownership meetings.

President Phelan stated that just recently, six community colleges in northern Minnesota merged and some legislators have questioned the need for so many separate community colleges in Michigan. He noted that such actions occurring nationally should give community's, like Jackson, a practical reference of an uncertain future. A discussion of potential partnerships ensued.

Trustees Heins and Patterson noted that this is like the approach within the K-12 schools in the county. President Phelan agreed that this is a conversation that we need to have considering slowing population growth and HS graduation statistics. Rose Mercier agreed that these discussions could significantly impact the College's planning from an ENDS perspective. And including a preceding clause to the Q4 of the ownership linkage questionnaire along the lines of, "Given how the definition of college is changing, ..." President Phelan and Trustee Hoffman discussed issues in the State legislature that could impact community colleges, including bills passed by committee to eviscerate community colleges' ability to pursue additional local property taxes should they pursue additional baccalaureate programs. Therefore, including these topics is important when doing outreach with ownership groups.

#### **ENDS EVALUATION & MODIFICATION**

Rose Mercier recommended additional revisions to the ownership questions and proposed a revision to the current ENDS statement; from, "*Residents of Jackson County and non-chartered counties have learning opportunities that prepare them to be successful global citizen and contribute to community vitality at a cost that demonstrated wise and sustainable stewardship of resources,*" to "*Residents of Jackson County, non-chartered counties, as well as others who choose to enroll; 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.*" or "*All those who choose to enroll 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.”*

The revised questions to bring to ownership groups now include:

1. What do you believe will be the most significant challenges facing our community in the next decade?
2. How might the college respond or be involved in those changes? What is the role of the college?
3. What is the community's investment in enabling the college to make those changes?
4. Given how the definition of a college is changing, what would happen if the college did not exist?
5. What opportunities could there be for Jackson College to make or support positive changes in the community?
6. Given what we have discussed, what are the one or two most important areas?

### **FY'23 CONTEXT SETTING DISCUSSION**

President Phelan provided a level-setting and broad view on factors impacting higher education: Mental health and insecurity over finances, housing, food in our community, COVID uncertainty as we enter the tail-end of the pandemic, and the human emotional dynamics impacting political decision-making are among the challenges impacting the College.

He compared the current situation on a global, state, and local level to a very different and unrecognizable football game with different structures and rules. He further noted that logic alone will be insufficient to navigate or cope with this environment. As an example, he stated that there is a great need for teachers in our community, as well as in Michigan, for which he has pushed for an Alternate Route Credential (ARC) program whereby Jackson College offers 5 classes in order to give any baccalaureate student the credentials to teach anywhere in the state (only one ARC program authorization has ever been awarded - Schoolcraft College, 15 years ago). Using their model, the College has applied and been denied, multiple times, while universities and private colleges have been approved. In the meantime, the State has approved allowed bus drivers or secretaries with just a GED to be able to teach K-12 students instead, which is highly illogical. Even though there is a clear need to change the current paradigm there are still pressures toward illogical policy decisions.

On the federal level, more actions are happening by Executive Orders (EO's) than by the traditional legislative process. This is a trend that has been increasing for several administrations. EOs are a means of circumnavigating the normal process, and relying on them causes sudden changes in policy with every change in administration. The current administration is still encountering problems – The Build Back Better program is all but dead. That said, we may see a Pell increase of \$400. It is also likely that the current administration is going to totally upend the Title IX changes from the previous administration and there will be significant work at the College as a result.

Continuing with context setting, he noted that the country continues to be deeply disturbed by an unprovoked war. It has implications for us every day – at the gas pump, in additional delays, we see all kinds of experience that are happening, not to mention our own students.

Consumer prices are increasing – inflationary rates are currently at 7.9% and we experienced supply chain issues here at Jackson College, as is every other organization, indeed the delay of materials is why this meeting is not being held in the board room.

He noted that the College has experienced cost increases ranging from 30 to 300%. With regard to society, he is concerned about stratification within our society. He said that, as a country, we need to figure out how we are going to come together and begin to work and talk and solve problems together. He noted that higher education has a sacred responsibility to provide a place, a venue, where all people are safe, and can have the conversations that we need to have. This challenge is bigger than Jackson College, but it does affect Jackson College.

He said that if we do not get a handle around our current economy, then we could likely find ourselves in a recession. If we do not see a significant change in economic policy with the Central Bank, then we could be entering a recession in as soon as the next 12 months. This will affect discretionary capital that Americans have and how they will deploy it.

Money supply continues to be a particular concern, he said. Unemployment is largely equivalent to the “Great Quit” or “Great Resignation.” People are just quitting. There are 1.7 jobs for every American right now. To demonstrate the demand for employees, he said that he has seen nurses being paid \$250 per hour to be able to serve people in the hospital. That cannot be sustained by the hospital or society.

Liquidity continues to be a big issue around education, our own institution notwithstanding. We have our own challenges to figure out. The concern is how we will be in 2024 with the sunset of HEERF funding in the immediate future.

He also noted that mental Health is the #1 issue across the whole of the United States from an organizational perspective. There is no real going back to the old days of everyone in their office for 40 hours each week. We need to acknowledge the mental health challenge that confronts everyone. He noted that Jackson College was fortunate to have a mental health clinic, as well as a hospital clinic in place well before COVID hit in early 2020. Those resources have helped both students and employees. Going forward we will need to figure out what does a workload look like, and determine what workload can people handle?

As he has noted previously, higher education is a commoditized and fungible enterprise. He said that we are going to have to figure out how we are distinctive. That is the

bottom line and the work that we are trying to get our institution prepared for with the people around the room.

Of student behaviors, he said that the research on student decision making is shocking. Students' minds are not just on higher education, it is about what they need and want and there are some generational differences that need to be understood.

He said that the College continues to be focused on providing economic and social mobility for our students, and to emphasize, ALL our students. He indicated that "BIPOC" may be a new acronym for some of the trustees and defined it as Black, Indigenous, and People of Color. He said that members will be hearing more and more about it and ensuring that there are equal opportunities for all people in this economy and in our country. Higher Education is the fulcrum of this work.

Lastly, he describe recent demographic shifts which stand now with the population at 59.7% white. He noted further that American Demographics magazine has reported that by 2043, we will be a non-white majority population.

#### **KEY HIGHLIGHTS SINCE THE FALL PLANNING SESSION**

President Phelan then moved into some highlights of what the College has accomplished since last time last board planning session, as a continuing effort into driving our strategic and budgetary discussions. He stated that there is a great deal of uncertainty going forward, but these highlights represent his best view about the future and his thoughts about what we have been able to do that is consistent with the Board's ENDS requirements and executive limitations, while still achieving our mission.

Specifically, he note that since the Fall Board Planning Session, the Corona virus has started to moderate and the College is currently figuring out how to coexist with the virus and adapt our work around it. Utility and flexibility are needed in how we communicate with people coming to campus and how we respond to keep people safe.

He stated that the College has about thirty positions open right now and being able to pursue and retain talent in rural America is increasingly difficult. This cannot be done by money alone; acknowledging that the College does not have the money to outspend the competition. That is why Jackson College continues to focus on culture of the institution and driving culture is about having real impact on human lives.

Dr. Phelan said that he has seen increases in billing contact hours. Not enough to bring us above pre-pandemic levels, but the good news is we are up in billing contact hours.

He also stated that the College has entered a relationship with BibliU. This is an equity-based solution. Previously, the College had textbooks ranging between \$200 per student per class to \$700 per student, per class. At that rate, students burn through their financial aid way too quickly. On occasion, books did not even get here on time for the first class. With 7 weeks terms now, if a student misses a whole week or two without a textbook, they are at a distinct disadvantage. Other students were either going without a



textbook, relying on older versions, or photocopies made from our library editions. That is not effective, nor efficient and does not get a textbook into the hands of students by the first day of class. Dr. Phelan noted that the College has partnered with BibliU, and great thanks go to them and Cindy Allen for making the partnership work. President Phelan first met BibliU as part of his work with HERDI – Higher Education Resource Development Institute. They were able to get us ready in the fall semester with over 75% of titles, and for the spring semester, they provided 95% of the titles. Cost per class is \$50 per student. This saves money for the students and get a textbook into their hands on the first day of class. Relatedly, the College also launched the ALIP program, (i.e., the Academic Laptop Incentive Program). As part of the program, if students sign up for at least two classes per semester, the College provides the laptop to them. This action is based upon considerable evidence showing that those who take two classes are more likely to persist in classes and complete their program of study. This is a good deal, and it has been very effective at ensuring student access online.

Thanks to Jeremy Frew and his team, the College is now in a long-term contract with Achieving the Dream (ATD) to help eliminate student equity gaps. President Phelan has established a goal that by 2028, the centennial of the College, that there will be zero equity gaps regardless of grades, race, culture. Trustees Matheis and Patterson discussed the state of the College's progress on equity programs, especially regarding the College's staff and faculty reflecting the student population. President Phelan reaffirms his commitment to equity in filling the vacant positions among faculty and staff.

President Phelan noted the restoration of the Potter Center continues thanks to the efforts of Jason Valente and his team. Jim Jones and Darrell Morris have also helped to work through the restoration and payment of repairs. That said, he noted that there is considerable work to be done with coordination of insurance company coverages, as well as attending to remaining repairs.

Dr. Phelan noted that there are four new additions to the President's Leadership Council – Dr. Wayne Rose, Chief Information Officer; Kelly Crum, Chief Diversity Officer; Dr. Todd Butler, Dean of Humanities and the Sciences; and Julie Hand, Chief Advancement Officer. Jason Valente will continue to collaborate with the executive committee and the whole Board of the Foundation, even though he has assumed responsibility for facilities, grounds, and maintenance. He will continue to work with Julie through the end of the calendar year to ensure a clean hand-off regarding our donors, future donors, and the Foundation Board. Since one of the requirements of serving on the President's Leadership Council is to be present for every Board meeting, Trustees will see them at those meetings. He also stated that he will continue to use these Board planning session meetings as a means of getting updates about the College and to have features on particular areas. He stated that Kelly Crum will be talking about the good work that the College is doing with regard to diversity, equity, and belonging later in the meeting.

As part of our HEERF funding, the College is transitioning to a touchless campus on the assumption that we will be continuing to deal with COVID in some form, as well as other diseases. The toilets, urinals, soap systems, washing systems, doors, drinking

fountains, etc., will be touchless when completed. This action is not only beneficial for mitigating the transmission of COVID, but it is also extremely helpful for anyone who has a disability.

He mentioned that the previous bookstore is a C-Store now. The College has installed refrigerators for containing many food items new to the College. This new Jet's Sore will also include the retail items that you would expect. Books, college uniforms, items for nursing students, as well as where you pick up your computer, as part of the ALIP program.

Lastly, the regarding the Foundation donation, he noted that the College is grateful for Myrna Berlet – she made some other donations around the community as well, but she provided an endowed fund available to provide instructional equipment for our science departments. Additionally, President Phelan noted that the College aggressively launched the Affinity Group program, which is discussed later in the meeting with presentations by a couple of Affinity Group Liaisons.

Dr Phelan introduced Dr. Wayne Rose, from Campus Works. He stated that the College has engaged heavily with CampusWorks, which is an agnostic organization in the field of IT. For the past few months, the College has been doubling down on cybersecurity, overall management of personally identifiable information (PII), as well as the College's ability to move effectively and efficiently, and to help to reduce costs. He stated that he was grateful that Dr. Rose is helping the College address a number of issues.

### **STRATEGIC DISCUSSION**

President Phelan described his strategic priorities through the close of FY'23 across three categories:

The first was institutional transformation. He stated that to be a distinctive organization, one that survives, able to blunt threats, such as a potential merger, the College must change. He believes that the more distinctive the College is, and the more people that people know about Jackson College, the better financial position it will be in. The College should view itself as Jackson Global Community College, not a Jackson County College only. It is important that the College continue to convey this to a greater degree than we have so far. The College currently has students participating in some of our online health programs performing clinicals across the country. COVID has helped the College to be more aware of this essential need. Being able to really dive into a global approach is the direction the College needs to go. He stated that the College needs to rethink how our students arrive. The traditional pathways for students to come to the institutions and traditional funding sources that have always been relied on are changing. The final component of institutional transformation is about its brand and signature. The board has seen what has been done thus far, but the College will be engaging substantial resources to establish Jackson College as the distinctive global community college it needs to be. The College continues to have an international program. Up to this year, the College has had Confucius Institute on campus. He stated, however that congress is preparing to drop a bill that would create more reporting with

anything to do with China, so this will mean that we would be required to report any conversations or interactions with people in the Institute or China for college business. He stated that the College will no longer have a Confucius Institute going forward. He noted that the Brazil Connect organization has concluded, though the College still has a number of connections in that country. He said that the shift to promoting the College globally will be a change from the unwritten agreement that has generally existed among college presidents to stick to their own geographic area, but that is a continuation of a larger trend as evidenced by actions by Lansing and Washtenaw, to name a few. Up to this point, if a college had something distinctive, like housing, then they could leverage that through marketing. He said that the new president of MCCA has plans to keep this from weakening the organization, but the trend is for institutions to start going their own way.

President Phelan noted that his second strategy priority was strategic growth. The launching of Jackson Global College online will launch this fall with the plan to be fully operational by January 1. Dr. Rose, Jeremy Frew, and the CampusWorks folks will be moving the College to an online Canvas LMS system like University of Michigan and other institutions. Dr. Phelan noted that he believes that the new currency of knowledge will be competency-based, not letter grades as in the Carnegie model. Talent workplace solutions is another important consideration to include in the College's planning. Cindy Allen is currently working on this, but the College cannot be the 8-5, Monday-Friday college that it has been in the past if we want to remain viable for recruitment and retention of employees. That may look different for different positions, and it will be a consideration as the College renegotiates faculty contracts. The College needs to unbuckle its expectations for the future, based upon how these things have traditionally looked like in the past.

The last tier of his stated priorities was regarding performance improvement. On student outcomes, 90/80/70 is the College's driving philosophy as an institution. COVID negatively impacted everyone, including Jackson College, though he stated that it is performing lower than he is comfortable. He said that his goal is to work to eliminate equity gaps by 2028. He said that the College will be doing more work to use data to drive hiring practices, as well as understanding student--customers and non-customers. As an example of the College's new work, he referenced how he, Jeremy Frew, Dr. Butler are working with JPS with the commitment of not letting a single student leave high school unfinished, and to make sure that students have some kind of credential as they enter society.

He said that he remains committed to using the strategy agenda to meet the global ENDS policy of the College. Each of the members of the leadership is on track to complete this work without hesitation.

He commented that the President's Leadership Council will have some new members, but the reporting structure will still look the same through the transition period.

Responding to Trustee Patterson's question about his part-time lobbyist – Monique Field-Foster, he stated that he is in regular communication and contact with her. He said that he continues to explore the cost and benefits of being one client of a multi-client lobbyist.

#### **JACKSON COLLEGE FOUNDATION LEADERSHIP TRANSITION**

Jason Valente provided an overview of the Leadership transition within the Jackson College Foundation. As Jason assumed more duties with facilities and managing the fire recovery projects, it became clear that the College needed to have someone focusing on the Foundation's duties. For this reason, Jason recommended having Julie Hand assume our Chief Development Officer duties and he said that he will be transitioning those duties smoothly over the next six to nine months. That will allow Julie to ease into working with the Leadership Council and the Board and limit any confusion during the process. We are also looking to fill some new donor relations and engagement positions.

#### **BUDGET DISCUSSION**

President Phelan showed a comparison of funding sources of Jackson college vs national average for community colleges. Jackson College is funded about 53% from tuition, 30% from the state, and only 12% local funding compared to the nation model of even third splits between the three sources.

#### **FY'22 PERFORMANCE**

Moving into our FY'22 performance top-date, President Phelan gave an overview of the Q2 budget. He noted that the College is doing better than predicted due to great restraint on expenditures and making sure that our cash balances remain in excess of what the Board requested, keeping 3 months of operational funds available instead of 2 months.

#### **HEERF FUND BUDGETING AND DEPLOYMENTS**

President Phelan noted that the federal government has expanded HEERF funding past June of this year, but the plan continues to be reducing student expenses and improving campus facilities to be completely touchless. Overall, the College was awarded a little more than \$27 million. A significant portion of the funds, roughly 57%, was required to be passed along to students without comment. President Phelan stated that he would have liked to have been able to include a message or some guidance to students regarding the need to satisfy outstanding debt to the College, but he noted that the Colleges were not permitted to do so.

Regarding online costs, he noted that when everything went online, due to COVID, the College used online course fee scholarships to eliminate that unexpected fee for students who had planned to attend in person. The College was able to use some of that funding institutionally to offset wages for employees who were directly involved in fighting COVID and hardware improvements to allow for the institutional changes. The College was also able to recapture some lost funding from housing, food service, and other campus areas. Jason Valente has also been working on an ASHRAE HVAC

upgrade for the campus. This will use a combination of air filtration and UV light to mitigate COVID risk on campus long term. Jason Valente reports that the College is currently about 25% complete with the touchless transition.

#### **CASH CONTROL UPDATE / CYBERSECURITY UPDATE**

President Phelan provided an update on the business office's cash control review and third-party monitoring to prevent problems related to petty cash losses and vendor payment problems. Cameras, policy changes, and training improvements have been put into place to great effect. The business office is also actively looking to fill multiple positions to get back to full staffing.

Dr. Rose provided an overview of the College's cyber security policies: He noted that the College two main items to focus upon: IT audit and cyber security. The IT audit examined vulnerabilities. All of the audit's concerns for our external vulnerabilities have been addressed, and he should have 2/3s of the internal vulnerability issues addressed by April. He stated that the College's frequency of password changes and required password complexity have increased to reduce exposure to hacking attempts. The lockout duration for accounts has also increased. A more strategic security awareness program is under development and being refined so that it can dynamically respond to user issues. He said that he has pushed for greater education on security policies and upgrades to the college at large by standardizing electronic communication protocols from IT, providing training to include practices for staff and students at home, and updating security on college servers.

Trustee Patterson asked Dr. Rose what is being done to manage phishing attempts and fire alarm security (an issue that has impacted other institutions). He stated that the new training platform directly addresses phishing attempts and the updated security systems can have IT staff find and remove phishing emails and have staff flag suspicious emails for review. All external emails also are clearly marked. Reviews of critical security and safety infrastructure like fire alarms are included in security audits.

Chairman Barnes asked about the College's ability to recover from system-wide lockout or failure situations – Dr. Rose and Jason Valente confirmed that the College has multiple levels of redundancy in place including off-site backups to reduce downtime as access gets restored.

#### **PROPOSED FY'23 BUDGET TARGETS**

President Phelan shared his recommendations for the budget and associated targets for FY'23. He explained four forecast models that he examined to anticipate the upcoming budget situation: -6% growth, 0% growth, 4% growth, and 8% growth depending on how wider societal and campus trends progress.

Trustee Patterson inquired how the College's efforts to improve GED completion have been impacted by budgetary issues. Jeremy Frew confirmed that GED programs have been negatively impacted due to the stoppage of Michigan Works, but those programs

are getting restored, and that the College has instituted programs to allow students to work simultaneously on GED and college courses.

### **CAMPUS MASTER PLAN**

President Phelan reviewed major changes to physical assets on campus. Repair and renovation work continues on several projects. The College plans to open an astronomical observatory on campus to provide an alternate science option for students. Roof repairs that we have held off on recently will start to go into effect. The athletic fields will be improved with added ramps and facilities to make them more usable and ADA compliant. A secondary facility will be added to provide restrooms and other features to allow us to host events for larger audiences. The STEAM Factory will be going into the old auto building. Trustee Hoffman asked about the state of the College's auto program, which President Phelan confirmed is now ended. He also responded to Trustee Hoffman's question regarding the the status of the sedum roof project on the HLC building, which is still in operation. While this project has been a good long-term investment, he noted that further research is needed to determine if it would be applicable on any other buildings as part of the effort for the College to reach a carbon neutral status by 2028.

### **PROJECTED BILLING CONTACT HOURS**

President Phelan relayed that the College's billing contact hours are still recovering compared to pre-COVID numbers. He projected to end FY'22 around 96,000 BCH and hoped to increase to about 100,000 for FY'23, based on a moderate 4% growth model.

### **MAJOR REVENUE & EXPENSE ASSUMPTIONS/TARGETS**

President Phelan showed the Board his major budgetary assumptions for the upcoming year. Chairman Barnes requests that the Board members identify any other items that they may want to see before the meeting to vote on the proposed budget.

### **FOLLOW-UP ON JACKSON COLLEGE GLOBAL PURPOSE STATEMENT**

Rose Mercier proposed some modifications for the Board to consider regarding the College's purpose statement to make it more expansive to reflect the larger customer base of the global and online customer base. Delivering educational opportunities to the larger community is a means of achieving the ENDS that we already strive for. The proposed edits will be forwarded to the Board members for further review and discussion in later months' meetings.

Trustee Patterson inquired about offering internship opportunities within the College. President Phelan confirmed that the College is considering doing so, especially since it can now utilize federal work study funds to establish internal or external internships.

### **OTHER COLLEGE ITEMS**

### **CONSIDERATION OF BOARD COMMITTEES**

President Phelan noted that the Board only has two standing committees – the audit and ownership-linkage committees. As the Board only has seven members, President

Phelan proposed considering the Board, as a committee of the whole, as the practice of maintaining multiple committees is less necessary for us than other institutions that may have dozens of Board members.

Trustee Hoffman raised the issue of such a modification impacting the rules of order under which the Board operates. Trustee Patterson stated that the lack of excess committees is a positive feature of the Board's current operations. Vice Chairman Crist inquired whether such a change to committee rules impact the way the ownership-linkage group meetings operate.

As any such changes would require altering the Board's bylaws, President Phelan recommended further discussion at later meetings and the Board's retreat later this year.

### **COLLEGE FEATURE/AFFINTY GROUPS**

Kelly Crum, Chief Diversity Officer & Director of Diversity, Equity, and Belonging; Liz Storey, Elder Community Affinity Liaison; and Jacob Inosencio, Latin X / Hispanic Affinity Liaison; provided the Board an overview of the Affinity Group program. The program exists to increase connection with local identified communities, both increasing student enrollment and cultural diversity on campus and bringing attention to issues impacting these groups that may otherwise go unnoticed by the College.

Liz Storey discussed community activities with the elder community including the Winter Learning Series at the YMCA, Caregiver Support Groups, a Financial Empowerment Series in cooperation with American One Credit Union, an Emergent Needs Coalition and Coalition Against Elder Abuse, and upcoming The Longest Day and Grand Connections events in cooperation with AARP. Trustee Hoffman asked if the Elder Affinity program has led to increased course enrollment in that group, if that is a goal of the program, and if they had estimates for how many people attended their events. Kelly Crum and Liz Storey confirmed that this is a goal of the program and attendance has ranged from about fourteen attendees per session for YMCA activities to far larger numbers for events done in cooperation with the City of Jackson.

Jacob Inosencio discussed activities being done by the Latin X / Hispanic Affinity group such as student tours of campus, visits to local high school classrooms, and celebrations for Hispanic Heritage Month in September. These activities have been a means of building trust with the local Hispanic community, which has historically struggled to trust the community at large. The Affinity Group emphasizes not merely a tolerance of cultural diversity, but a celebration of in accordance with the College's purpose statement. The 'Taste of College' program will give undocumented students a chance to familiarize themselves with the opportunities that Jackson College can provide. Work is being done to build Latin X / Hispanic access to classes at the MLK Center. Trustee Hoffman asked if we know how many undocumented student numbers at Jackson College. While it is hard to answer definitively, we have only had a handful of such students at any given time, but the Affinity group is working to visit migrant worker families with the assistance of native Spanish speakers to engage those communities.

Trustee Hoffman requested that the Affinity Liaisons reach out to the Board for any issues that they can assist with, and Trustee Lake thanked both Liaisons for their informational presentations. Trustee Patterson asked if there has been any contact with Father Tim Nelson from the Sacred Heart Chapel to reach out to the Hispanic community, which Jacob Inosencio confirmed is already being done.

### **STUDENT STATISTICS**

President Phelan provided an overview of student enrollment statistics at Jackson College compared to the national averages. Jeremy Frew further explained that COVID severely impacted our enrollment numbers, particularly those of full time and on campus resident students.

### **BOARD SUCCESSION PLANNING**

President Phelan brought the issue of Board succession planning and new Trustee orientation materials to the Board's attention for further discussion at later meetings. He proposed a new, year-long orientation process that included at least two separate 4-hour sessions to provide new Trustees training in both general Board practices and items specific to the Governance Policy process. He requested feedback from the Trustees to further refine this process. He shared the current Board member orientation manual outline which is currently being updated and requested comments for any additional materials to be included. This should make Jackson College stand out as almost 70% of Trustees sitting on College Boards nationally reported receiving no training at all.

Trustees Patterson and Hoffman confirmed the utility of this change and requested that current Board members also be invited to training sessions.

### **OTHER BOARD ITEMS / COMMENTS**

Trustee Hoffman commented that the earlier meeting start time for today is his preference for subsequent meetings.

**TRUSTEE HOFFMAN MOVED TO ADJOURN. CHAIRMAN BARNES ADJOURNED THE MEETING AT 12:05 PM.**



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 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 Declaration of Conflict of Interest  ( <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-09 Board Code of Conduct)
<b>Description:</b>
<p>Consistent with Board Policy and By-laws, this item is placed on the agenda for members to formally consider, and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest.</p> <p>Should a conflict be present, it is requested that the member note the item in question, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Ownership Linkage 4.1 Public Comments (limit of 5 minutes per person)  ( <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership)
<b>Description:</b>
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. 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 MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
4.0 Ownership Linkage 4.2 Board Comments & Ownership Linkage Committee Progress  ( <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference)
<b>Description:</b>
<p>This item is placed on the agenda for both Vice-Chairman Crist and Trustee Lake to provide an overview of their scheduled Ownership Linkage meetings and receive any Board comment.</p> <p>During the week of May 23<sup>rd</sup>, the Ownership Linkage Committee will seek to meet with the following organizations:</p> <ul style="list-style-type: none"> <li>• City Council:</li> <li>• County Government</li> <li>• Churches</li> <li>• Enterprise Group</li> <li>• Township Boards</li> <li>• Jackson Young Professionals</li> </ul>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consider update from Trustees regarding Ownership-Linkage progress.
<b>Action Taken:</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022

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

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

- 5.0 Items for Decision
    - 5.1 Governance Process
      - 5.1.1 Policy Update: E-01 Boards ENDS
- (**BOARD POLICY:** ENDS: E-01 Boards ENDS)

Below for consideration is updated language for policy E-01 Boards ENDS. Following discussion at the March 21<sup>st</sup>, 2022 Board Planning Session, the below modifications to the opening statement of the policy have been proposed for approval:

Residents of Jackson County and non-chartered Counties, **as well as others who choose to enroll**, 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.

OR

**All those who choose to enroll** 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.

**Resource Impact:**

None

**Requested Board Action:**

Consideration, selection, and approval of the proposed policy E-01 revision.

**Action Taken:**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 2022



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

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

5.0 Items for Decision

5.1 Governance Process

5.1.2 Policy Review GP-02 Board Job Contributions

**(BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions)**

Enclosed for its regularly scheduled review is policy GP-02 Board Job Contributions.

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

**Resource Impact:**

None

**Requested Board Action:**

Consideration and approval of policy GP-02 Board Job Contributions.

**Action Taken:**



<b>Governance Process</b>	<b>Ends</b>
<b>Board-President Delegation</b>	<b>Executive Limitations</b>

## BOARD OF TRUSTEES POLICY

**Policy Type:** Governance Process

**Policy Title:** Board Job Contributions

**Policy Number:** GP - 02

**Date Adopted:** 06/08/20

**Version:** 2.0

**Date Last Reviewed:** 04.12.21

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

As an informed agent of the Ownership, the Jackson College Board of Trustees's specific job products are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the Owners and the College.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
  - 2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what worth.
  - 2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
  - 2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own task.
  - 2.4. Board-Management Delegation: How authority is delegated and its proper use monitored, including the President role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations.
  - 3.1. Continuity of the President role and function.
  - 3.2. Structured monitoring of the President as outlined in Board-Management Delegation policies.
4. Advocacy on behalf of the College with federal, state, local governing bodies and other public and private entities.
5. Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.
  - 5.1. Decisions regarding acquisition, encumbering or disposal of land or buildings. [EL-4 item 8]

- 5.2. Decisions regarding individual expenditures that do not meet the conditions in EL-5, item 6.
- 5.3. Decisions regarding change of organizational name or identity in the community. [EL-5 item 11]
- 5.4. Decisions regarding the naming or change of the name of a College building or facility. [EL-5 item 12]
- 5.5. Creation of a subsidiary that does not meet the conditions in EL-5, item 14.
- 5.6. Decisions regarding the President's own compensation and benefits. [EL-6 item 1]

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Regular Review	Chief of Staff





**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 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 Items for Decision 5.1 Governance Process 5.1.3 Policy Review GP-04 Role of Board Chairperson  ( <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-04 Role of Board Chair)
<p>Enclosed for its regularly scheduled review is policy GP-04 Role of Board Chair.</p> <p>At this time, I am not recommending any changes and have received none from members.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration and approval of policy GP-04 Role of Board Chair.
<b>Action Taken:</b>



<b>Governance Process</b>	<b>Ends</b>
<b>Board-President Delegation</b>	<b>Executive Limitations</b>

## BOARD OF TRUSTEES POLICY

**Policy Type:** Governance Process

**Policy Title:** Role of the Board Chair

**Policy Number:** GP - 04

**Date Adopted:** 06/08/20

**Version:** 2.0

**Date Last Reviewed:** 04/12/21

**Office Responsible:** President's

**Reviewing Committee:** Board of Trustees

The Jackson College Board Chair (i.e., Chief Governance Officer - CGO), a specially empowered member of the Board, assures the integrity of the Board's process.

1. The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
  - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
  - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
  - 1.3. Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.
  - 1.4. The Board's Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.
  - 2.1. The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - 2.2. The Board Chair/CGO is authorized to appoint the members of all Board committees.
  - 2.3. The Board Chair/CGO has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the Board Chair/CGO has no authority to independently supervise or direct the President.
  - 2.4. The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO's decisions and interpretations within the area delegated to the Chair.
  - 2.5. The Board Chair/CGO may delegate this authority, but remains accountable for its use.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Regular Review	Chief of Staff

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

- 5.0 Items for Decision
    - 5.1 Governance Process
      - 5.1.4 Officer Election: Board Chairperson & Potentially Vice-Chairperson
- (BOARD POLICY: BOARD BYLAWS)**

At the March 14<sup>th</sup> regular meeting of Board of Trustees, Chairperson Barnes declared his intention to resign as Board Chair. Therefore, in order to provide a smooth transition in Board Governance leadership, an officer election at the next Board meeting for Chairperson and, potentially, Vice-Chairperson, should the current Vice-Chair assend to the role of Board Chair.

**Resource Impact:**

None

**Requested Board Action:**

Elect a Chairperson and, potentially, a Vice Chairperson.

**Action Taken:**



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 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 Items for Decision 5.2 Executive Limitations 5.2.1 Policy Review: EL-02 Treatment of Staff  ( <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff)
<b>Description:</b>
Enclosed for your consideration is policy EL-02 Treatment of Staff, and in particular, my interpretation of the policy.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy EL-02 Treatment of Staff.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Monitoring Report: EL – 02 Treatment of Staff

Report Date: 04.11.22

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

I hereby present this monitoring report regarding your Executive Limitations Policy (EL – 02) “Treatment of Staff”, according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, according to the reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

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

4/11/2022

Date

#### **POLICY STATEMENT:**

**With respect to treatment of staff, employees, consultants, independent contractors and volunteers, the President/CEO shall not cause, or allow, a workplace environment that is unfair, disrespectful, unsafe, disorganized, or otherwise interferes with College staff’s ability to do their jobs.**

#### INTERPRETATION:

I report full compliance with this policy statement and subsequent policy subsections noted below.

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

- 1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) Human Resource policies and procedures clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.

### **2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid.

### **3. Retaliate against any staff member for non-disruptive expressions of dissent.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with HR, the College Attorney, nor any tips on the anonymous 411 line, that are deemed valid.

### **4. Allow staff to be unprepared to deal with emergency situations.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) Critical Incident Team (CIT) members regularly participate and command knowledge from table-top simulations of possible emergencies.
- b) Minimally, annually, Employee Convocations consist of emergency preparedness presentations from content experts.
- c) Security will participate in new employee orientation, sharing emergency protocols, including security's phone number on the back of ID cards.
- d) Weekly employee newsletters and special live video and communications directly from the President on quickly changing landscape situations such as pandemics, fires, cyber security concerns, etc.

This is a reasonable interpretation because internal verification is provided.

**5. Permit staff to be without reasonable opportunity for professional growth and development.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All employees have access to several appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual staff, based on their needs.
- d) HR offers the Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.
- e) I believe these to be a reasonable interpretation because internal verification that is provided.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 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 Items for Decision 5.2 Executive Limitations 5.2.2 Policy Review: EL-12 Lands Use  ( <b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-12 Land Use)
<b>Description:</b>
Enclosed for your consideration is policy EL-12 Land Use, and in particular, my interpretation of the policy.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consideration of approving or amending policy EL-12 Land Use.
<b>Action Taken:</b>



## Jackson College Board of Trustees

### Monitoring Report: EL – 12 Land Use

Report Date: 04.11.22

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

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

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

04.11.22

Date

#### **POLICY STATEMENT:**

**The President shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.**

#### INTERPRETATION:

The Board has further clarified "development that is inconsistent with the core business of the College" in policy items #1 and #2 below; "environmentally irresponsible" in policy item #3; and "aesthetically displeasing" in items #2 and #3; and "effective use of land" in policy items #1, #3 and #4 below. Compliance with those items will constitute compliance with this policy.

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

- 1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground prepared.
- b) There is a site development plan documenting all existing and future sites of performance spaces, fields, storage, parking lots, sidewalks, buildings, and roads.

The interpretation is reasonable because:

- it provides decision-making data necessary for any future development; and
- the infrastructure plan of existing utilities and the site development plan are consistent with architectural, engineering and construction codes, and all legal requirements necessary for development to proceed.

- 2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that:
  - Building design consistent with, and complementary to, existing design philosophy and elements.
  - All affected property must be restored to original conditions.
- b) The President approves all joint ventures or partnerships.

This is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained.

- 3. Permit development, new construction or reconstruction that is not energy efficient or does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All development projects have met regulations set by local, state, federal environmental entities.
- b) Third party natural landscaping expert confirms that all planned projects include complementary natural landscape elements.
- c) Project design provide for energy efficient, low-cost operation and considers LEED certification standards.

This is a reasonable interpretation because it considers industry standards, as well as meets regulations set forth by local, state, and federal bodies.

**4. Permit new development that does not meet at least one of the following criteria:**

- **Provision of enhanced learning and ancillary space consistent with ENDS achievement.**
- **Extending the College's alliances with business and industry.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College's learning environment.**
- **Positioning the College as a leader in new programs targeted at future market opportunities.**

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

- 6.0 Consent / Required Approvals Agenda  
 6.1 Board Consideration of Summer Retreat Agenda & Date – August 12th  
 (**BOARD POLICY:** GOVERNANCE PROCESS: GP-03 Board Planning Cycle  
 And Agenda)

Please provide any requests for agenda items, format, location for the Board's Summer Retreat. Additionally, please consider the date of August 12<sup>th</sup>, 8am-3pm, for the Board's Summer Retreat.

**Resource Impact:**

None

**Requested Board Action:**

Board's agenda recommendations and approval of August 12<sup>th</sup>, 8am-3pm, for the Board's Summer Retreat.

**Action Taken:**

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

7.0 Monitoring CEO Performance

7.1 Regularly Scheduled CEO Performance Monitoring

7.1.1 2022 Monitoring: EL-02 Treatment of Staff

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

Enclosed for your review is the 2022 Monitoring Report for EL-02 Treatment of Staff. You will note that my report indicates full compliance according to my interpretations. I am happy to answer any questions you have about the report.

**Resource Impact:**

None

**Requested Board Action:**

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

**Action Taken:**



## Jackson College Board of Trustees

### Monitoring Report: EL – 02 Treatment of Staff

Report Date: 04.11.22

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

I hereby present this monitoring report regarding your Executive Limitations Policy (EL – 02) “Treatment of Staff”, according to the schedule previously defined and approved by the Board. I certify that the information contained herein is true and represents compliance, according to the reasonable interpretation of the policy, which the Board has previously approved, unless specifically stated otherwise.

4/11/2022

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

Date

#### **POLICY STATEMENT:**

**With respect to treatment of staff, employees, consultants, independent contractors and volunteers, the President/CEO shall not cause, or allow, a workplace environment that is unfair, disrespectful, unsafe, disorganized, or otherwise interferes with College staff’s ability to do their jobs.**

#### INTERPRETATION:

I report full compliance with this policy statement and subsequent policy subsections noted below.

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

- 1. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a) Human Resource policies and procedures clarify expectations and working conditions, and they are available to all employees.
- b) There is a clear process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.

### EVIDENCE

- a) On 03.04.22, the Chief Legal, Talent, Equity & Administrative Officer verified that working conditions are outlined in the JCESP union agreement, the JCFA union agreement, and the Administrative Manual
- b) On 03.04.22, the Chief Legal, Talent, Equity & Administrative Officer verified that the grievance process is clearly outlined in both union agreements and the Administrative Manual. Additionally, there is a separate policy statement in the manual for procedures relative to Title IX discrimination, including a Tip 411 anonymous tip line to report dishonest, deceitful, or fraudulent acts.
- c) The Human Resources Director confirmed on 03.04.22 that all employees have current clear and measurable performance goals in their personnel files.

## **2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

### INTERPRETATION

Compliance will be demonstrated when:

- a) There are no grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid.

### EVIDENCE

- a) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 03.04.22 that no grievances have been filed within the 12 months prior to this reporting period.



**3. Retaliate against any staff member for non-disruptive expressions of dissent.**

**INTERPRETATION**

Compliance will be demonstrated when:

- a) There are no formal complaints filed with HR, the College Attorney, nor any tips on the anonymous 411 line, that are deemed valid.

**EVIDENCE**

- a) The Chief Legal, Talent, Equity & Administrative Officer confirmed on 03.04.22 that no formal complaints were filed, nor anonymous tips on the 411 reporting line.

**4. Allow staff to be unprepared to deal with emergency situations.**

**INTERPRETATION**

Compliance will be demonstrated when:

- a) Critical Incident Team (CIT) members regularly participate and command knowledge from table-top simulations of possible emergencies.
- b) Minimally, annually, Employee Convocations consist of emergency preparedness presentations from content experts.
- c) Security will participate in new employee orientation, sharing emergency protocols, including security's phone number on the back of ID cards.
- d) Weekly employee newsletters and special live video and communications directly from the President on quickly changing landscape situations such as pandemics, fires, cyber security concerns, etc.

This is a reasonable interpretation because internal verification is provided.

**EVIDENCE**

- a) The Chief Legal, Talent, Equity & Administrative Officer confirmed that the Critical Incident Team (CIT) meets regularly to discuss possible/potential emergencies, addresses the situation, and communicates it to all employees.
- b) The Chief Legal, Talent, Equity & Administrative Officer confirmed that this past year's convocations consisted of training in mental health and wellness, as well as cyber security.
- c) The Human Resources Director confirmed that the security department has participated in monthly New Employee Orientation sessions this past reporting year.
- d) The Chief Legal, Talent, Equity & Administrative Officer/ Marketing, confirmed that the College has communicated with employees this past year regarding the pandemic, the fire in Potter Center, and cyber security concerns.

**5. Permit staff to be without reasonable opportunity for professional growth and development.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All employees have access to several appropriate on-line professional development opportunities.
- b) All employees have the ability to participate in professional development during convocations, twice per year.
- c) Professional development is offered to individual staff, based on their needs.
- d) HR offers the Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.
- e) I believe these to be a reasonable interpretation because internal verification that is provided.

**EVIDENCE**

- a) The Human Resources Director confirmed that employees completed 278.65 hours of on-line professional development during this reporting period, including mandatory annual training.
- b) The Workforce Focus Committee planned and confirmed 1,040 hours of professional development for 260 employees for both Fall and Spring Convocations, for a total of 2,080 hours of professional development over this past reporting period.
- c) The College Controller confirmed that the College spent \$138,535.81 on professional development opportunities, over the past 12 months.
- d) Confirmed with the Coordinator of Administrative Services in the Human Resources Department, that 11 employees expressed interest and participated in our current Jackson College Administrative Leadership Academy. A celebratory gathering is being held in the President's home in April.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022

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

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

7.0 Monitoring CEO Performance

- 7.1 Regularly Scheduled CEO Performance Monitoring
  - 7.1.2 2022 Monitoring: EL-12 Land Use

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

Enclosed for your review is the 2022 Monitoring Report for EL-12 Land Use. You will note that my report indicates partial compliance according to my interpretations. Full compliance will be provided once a full property assessment is completed.

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

**Resource Impact:**

None

**Requested Board Action:**

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

**Action Taken:**



## Jackson College Board of Trustees

### Monitoring Report: EL – 12 Land Use

Report Date: 04.11.22

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

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

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

04.11.22

Date

#### **POLICY STATEMENT:**

**The President shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.**

#### INTERPRETATION:

The Board has further clarified "development that is inconsistent with the core business of the College" in policy items #1 and #2 below; "environmentally irresponsible" in policy item #3; and "aesthetically displeasing" in items #2 and #3; and "effective use of land" in policy items #1, #3 and #4 below. Compliance with those items will constitute compliance with this policy.

I am reporting compliance with items #2, #3 and #4 and partial compliance with #1. Therefore, I report partial compliance with this policy statement.

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

- 1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground prepared.
- b) There is a site development plan documenting all existing and future sites of performance spaces, fields, storage, parking lots, sidewalks, buildings, and roads.

The interpretation is reasonable because:

- it provides decision-making data necessary for any future development; and
- the infrastructure plan of existing utilities and the site development plan are consistent with architectural, engineering and construction codes, and all legal requirements necessary for development to proceed.

**EVIDENCE:**

- a) On 03.07.22, Chief Campus Operations Officer, Jason Valente confirmed that an infrastructure map exists in AutoCAD and that a deferred maintenance plan is in place as of 01.21.22. The deferred maintenance plan is a living document that is updated annually based on useful life cycles and other facility usage milestones and regulations.
- b) On 03.07.22 Chief Campus Operations Officer, Jason Valente confirmed that a master plan begun, and will be updated following the installation of the Space Observatory but is anticipated to begin in FY '23, post-pandemic.

Based upon this evidence, I am reporting partial compliance with item #1.

- 2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that:
  - Building design consistent with, and complementary to, existing design philosophy and elements.
  - All affected property must be restored to original conditions.

b) The President approves all joint ventures or partnerships.

This is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained.

**EVIDENCE:**

For this last monitoring period, there were no joint venture partnerships to report on.

Based upon this evidence, I am reporting full compliance with item #2.

**3. Permit development, new construction or reconstruction that is not energy efficient or does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All development projects have met regulations set by local, state, federal environmental entities.
- b) Third party natural landscaping expert confirms that all planned projects include complementary natural landscape elements.
- c) Project design provide for energy efficient, low-cost operation and considers LEED certification standards.

This is a reasonable interpretation because it considers industry standards, as well as meets regulations set forth by local, state, and federal bodies.

**EVIDENCE:**

- a) Chief Campus Operations Officer, Jason Valente, confirmed that the College meets with Summit Fire Department; County Drain Commissioner; State of Michigan Building and Permits Division; State of Michigan Environment, Great Lakes and Energy; and the State of Michigan Bureau of Fire Services and other relevant agencies. These partnerships have been strengthened during the Potter Fire Restoration process.
- b) Chief Operations Officer, Jason Valente confirmed on 03.30.22 that Architects and Engineers were hired for site planning for the following projects during the monitoring period:
  - Baseball and Softball Project
  - STEAM Factory Project
  - ASHRAE Compliant Plan for Campus HVAC Systems
  - Recloser Audit and Reprogramming
  - Baughman and Ruth Day Lighting Project

- c) Chief Campus Operations Officer confirmed that the College considered energy efficient standards by industry experts for the following projects during the monitoring period:
- Building Automation for Heating and Cooling Systems, HEERF and ASHRAE updates
  - Lighting Updates CV3

I am, therefore, reporting full compliance with item #3.

4. **Permit new development that does not meet at least one of the following criteria:**
- **Provision of enhanced learning and ancillary space consistent with ENDS achievement.**
  - **Extending the College's alliances with business and industry.**
  - **Creation of opportunity to generate new revenue streams.**
  - **An opportunity to differentiate the College's learning environment.**
  - **Positioning the College as a leader in new programs targeted at future market opportunities.**

**INTERPRETATION:**

Compliance will be demonstrated when:

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

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

**EVIDENCE:**

<b>Project</b>	<b>Applicable Criteria</b>
<b>[Central Campus]</b> <b>Potter Center Fire Restoration:</b> has consumed a large portion of the past fiscal year overseeing the restoration of transformers, duct work, electrical and lighting systems, etc.	Provision of enhanced learning and ancillary space consistent with ENDS achievement.

<b>HEERF and ASHRAE compliant HVAC</b> upgrades including high micron filtration and UVC lighting	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Central Campus] Wayfinding:</b> Signage standards (buildings, roadways and parking lots). Includes building address identifiers- Phase 2	An opportunity to differentiate the College's learning environment.
<b>[Central Campus] Athletic Field Renovation</b> <b>Renovation:</b> Baseball/Softball - dugouts, backstop, fencing, lighting ADA access, and landscaping	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Central Campus] Refurbishment</b> <b>Refurbishment:</b> Athletic - existing dugouts.	Provision of enhanced learning and ancillary space consistent with ENDS achievement; Creation of opportunity to generate new revenue streams.
<b>[Central Campus] Tiny Homes:</b> Family housing, site work, toddler playground	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
<b>[Districtwide] Pandemic Related:</b> Planning for Facilities and Information Technology departments <b>[Central Campus] Water Testing:</b> Planning and service - Phase 2	Provision of enhanced learning and ancillary space consistent with ENDS achievement.  Provision of enhanced learning and ancillary space consistent with ENDS achievement;
<b>[Central Campus] Pandemic Checkpoint and Isolation Center:</b> Potter Center parking lot, Building 1: (VersaTube) and Building 2:(ClearSpan) <b>[Districtwide] Pandemic Related:</b> Planning for Facilities and Information Technology departments	Provision of enhanced learning and ancillary space consistent with ENDS achievement.  Provision of enhanced learning and ancillary space consistent with ENDS achievement;



<p><b>[Dahlem Property] Trail:</b> Bridge Replacement</p>	<p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p>
<p><b>Central Campus:</b> Jet's Store upgrades to sell ice cream and "c store" items.</p> <p><b>Central Campus:</b> ARC Flash study and Recloser Reprograming</p> <p><b>Central Campus:</b> Board Room and President's Dining Room Improvements to improve physical distancing.</p>	<p>Creation of opportunity to generate new revenue streams.</p> <p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p> <p>Provision of enhanced learning and ancillary space consistent with ENDS achievement.</p>

Based upon these evidences, I am reporting full compliance with item #4.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

7.0 Monitoring CEO Performance

7.2 CEO Compliance Review

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

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

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

I look forward to addressing any questions you may have.

**Resource Impact:**

None

**Requested Board Action:**

Discussion surrounding the President's compliance review.

**Action Taken:**



## President/CEO Monitoring Report Compliance

### Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
E – 01 Board Ends	11.8.21 – Partially Compliant 2.14.22 – Fully Compliant	Yes	n/a`	n/a	n/a	n/a	Compliant 2.14.22
EL – 00 General Executive Constraint	To be first monitored 5.9.22, with a potential follow-up 9.12.22					No capacity for monitoring as scheduled in September 2021.	
EL – 01 Treatment of Students	10.12.20	Yes	n/a	n/a	n/a	n/a	Compliant 10.12.20
EL – 02 Treatment of Staff	To be first monitored 4.11.22, with a potential follow-up 9.12.22					No capacity for monitoring as scheduled in September 2021.	
EL – 03 Planning	9.13.21	Yes	n/a	n/a	n/a	n/a	Compliant 9.13.21



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 04 Financial Conditions & Activities	11.9.20 – Partially compliant 1.11.21 – Fully compliant	No Partial	Item 6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.	120 days	We received word from the state on 1/7/21 that they will be refunding us for our fine.		Compliant 1.11.21
EL – 05 Asset Protection	10.11.21	No Partial	<p>Item 2: Interpretation needed.</p> <p>Item 3: Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.</p> <p>Item 5.1: Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.</p> <p>Item 7.3: Make any purchase without a stringent method of assuring the: 1) long-term quality 2) cost; 3) Without consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.</p>	Unavailable data to be provided at a later board meeting.	Item 2 interpretation provided 11.8.21.	Just waiting to get systems in place. As in the past, once these systems are established, CEO will follow-up with the board with a complete compliance report.	Partially Compliant 10.11.21



## President/CEO Monitoring Report Compliance

### Jackson College

			<p>Item 7.4: Allow minority, women and veteran vendors to be without information critical to their receiving equitable consideration in competitive bidding,</p> <p>Item 9.1: Allow non-adherence to guidelines required for required institutional and desired supplemental program accreditations.</p> <p>Item 9.3: Publicly position the College in support of, or opposition to, any political party or candidate for public office.</p> <p>Item 10.4: Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.</p>				
EL – 06 Investments	5.10.21	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.21



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 07 Compensation and Benefits	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 08 Communication & Support to the Board	11.9.20	Yes	n/a	n/a	n/a	n/a	Compliant 11.9.20
EL – 09 Organization Culture	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 10 Access to Education	2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 11 Entrepreneurial Activity	3.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 3.14.22
EL – 12 Land Use	4.12.21, 4.11.22	No Partial	Item 1: Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.	Infrastructure plan anticipated completion date by the end of 2021. Master plan anticipated to begin in FY -23.			Partially Compliant 4.12.21

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

8.0 Monitoring Board Performance

8.1 Board Self-Monitoring Survey Results: GP-02 Board Job Contributions

**(BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions)**

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

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

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

**Resource Impact:**

None

**Requested Board Action:**

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

**Action Taken:**



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-02 BOARD JOB CONTRIBUTIONS DATE: 04.11.22

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

*As an informed agent of the Ownership, the Jackson College Board of Trustee's specific job products are those that ensure appropriate organizational performance.*

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

Always	4
Most of the time	3
Some of the time	0
Rarely	0
Never	0



3. Provide specific representative examples to support your above response when applicable.
  - *"I believe the epic effort we just performed, with appropriate consultant guidance testifies to this."*

4. *Item 1:*

*Accordingly, the Board has direct responsibility to create:*

*The link between the Owners and the College.*

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





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

- *“With our series of in depth interviews from a wide range of stakeholders and specific groups.”*

6. **Item 2:**

**Accordingly, the Board has direct responsibility to create:**

**Written governing policies that address the broadest levels of all organizational decisions and situations:**

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



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

- *“Our new revised policies testify to this.”*

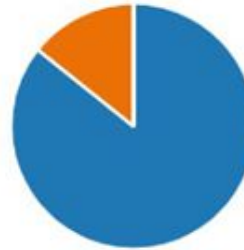
8. **Item 2.1:**

**Accordingly, the Board has a direct responsibility to create:**

**Ends: What good or benefit the organization is to produce, for which recipients, at what worth.**

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

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



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

- “Our new revised policies testify to this.”

10. **Item 2.2:**

**Accordingly, the Board has direct responsibility to create:**

**Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.**

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

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



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

- “The reports required of the CEO showing compliance with Policies represent fulfillment here. We have regularly received these.”

12. **Item 2.3:**

**Accordingly, the Board has direct responsibility to create:**

**Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own task.**

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



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

- *No comments*

14. **Item 2.4:**

***Accordingly, the Board has direct responsibility to create:***

***Board-Management Delegation: How authority is delegated and its proper use monitored, including the President role, authority, and accountability.***

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



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

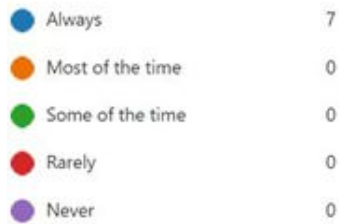
- *“By the regularly scheduled & completed reporting process set up in our revised Policies.”*

16. **Item 3:**

***Accordingly, the Board has direct responsibility to create:***

***Assurance of organizational performance on Ends and Executive Limitations.***

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



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

- *“By the regularly scheduled & completed reporting process set up in our revised Policies.”*

18. **Item 3.1:**

*Accordingly, the Board has direct responsibility to create:*

*Continuity of the President role and function.*

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



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

- *No comments*

20. **Item 3.2:**

*Accordingly, the Board has direct responsibility to create:*

*Structured monitoring of the President as outlined in Board-Management Delegation policies.*

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



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

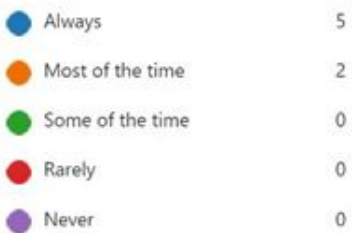
- *No comments*

22. **Item 4:**

***Accordingly, the Board has direct responsibility to create:***

***Advocacy on behalf of the College with federal, state, local governing bodies and other public and private entities.***

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



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

- *“This could benefit us more positively if All board members participated.”*

24. **Item 5:**

***Accordingly, the Board has direct responsibility to create:***

***Operational decisions that the Board has prohibited the President from making by its Executive Limitations policies.***

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

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



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

- *No comments*

26. **Item 5.1:**

***Accordingly, the Board has direct responsibility to create:***

***Decisions regarding acquisition, encumbering or disposal of land or buildings. [EL-4 item 8].***

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

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



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

- *“Options here are always brought before the board before action is taken.”*

28. **Item 5.2:**

***Accordingly, the Board has direct responsibility to create:***

***Decisions regarding individual expenditures that do not meet the conditions in EL-5, item 6.***

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



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

- *No comments*

30. **Item 5.3:**

***Accordingly, the Board has direct responsibility to create:***

***Decisions regarding change of organizational name or identity in the community. [EL-5, item 11].***

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



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

- *“Long discussion & deliberation were done before we decided to change our name to Jackson College.”*

32. **Item 5.4:**

***Accordingly, the Board has direct responsibility to create:***

***Decisions regarding the naming or change of the name of a College building or facility. [EL-5, item 12].***

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



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

- *“Pros & Cons fully discussed and voted on..”*

34. **Item 5.5:**

***Accordingly, the Board has direct responsibility to create:***

***Creation of a subsidiary that does not meet the conditions in EL-5, item 14.***

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



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

- *No comments*

36. **Item 5.6:**

***Accordingly, the Board has direct responsibility to create:***

***Decisions regarding the President’s own compensation and benefits. [EL-6, item 1].***

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





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

- *“Doing that now/a switch for historical precedence of the board Chairs responsibility to an assigned committee. Not sure if this is an improvement or not.”*

38. **Other Board Comments:**

- No comments

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

8.0 Monitoring Board Performance

8.2 Board Self-Monitoring Survey Results: GP-04 Role of Board Chairperson

**(BOARD POLICY: GOVERNANCE PROCESS: GP-04 Role of Board Chair)**

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

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

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

**Resource Impact:**

None

**Requested Board Action:**

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

**Action Taken:**



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-04 ROLE OF BOARD CHAIRPERSON DATE: 04.11.22

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

*The Jackson College Board Chair (i.e., Chief Governance Officer – CGO), a specially empowered member of the Board, assures the integrity of the Board's process.*

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

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



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

- "We have wandered here a little."

4. *Item 1:*

*The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.*

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

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



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

- *No comments*

6. **Item 1.1:**

***Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.***

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

Always	4
Most of the time	3
Some of the time	0
Rarely	0
Never	0



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

- *“Being human, we slip occasionally.”*

8. **Item 1.2:**

***Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.***

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



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

- *“Try regularly to follow.”*

10. **Item 1.3:**

*Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.*

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



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

- *“We do call ourselves to commit here.”*

12. **Item 1.4:**

*The Board’s Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.*

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



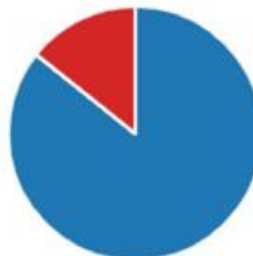
13. Provide specific representative examples to support your above response when applicable.

- *No comments*

14. **Item 2:**

*The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.*

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



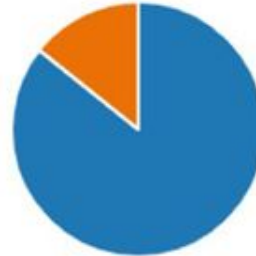
15. Provide specific representative examples to support your above response when applicable.

- *No comments*

16. **Item 2.1:**

*The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.*

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



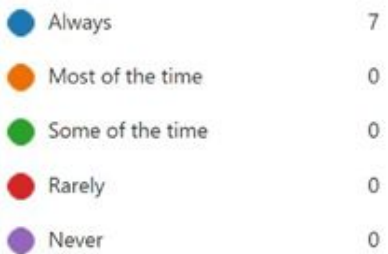
17. Provide specific representative examples to support your above response when applicable.

- *No comments*

18. **Item 2.2:**

***The Board Chair/CGO is authorized to appoint the members of all Board committees.***

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



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

- *No comments*

20. **Item 2.3:**

***The Board Chair/CGO has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Board Chair/CGO has no authority to independently supervise or direct the President.***

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



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

- *“Have had problems in the past but have not noticed any recently.”*

22. **Item 2.4:**

*The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO’s decisions and interpretations within the area delegated to the Chair.*

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



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

- *“Especially with the press & we have been careful here.”*

24. **Item 2.5:**

*The Board Chair/CGO may delegate this authority, but remains accountable for its use.*

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





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

- *"We do call ourselves to commit here."*

26. Other Board Comments:

- *"Going through a resignation now & it's important we recognize its impact and how it fits on the structure of our recently updated policies/needs discussion as we go forward"*

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Information Requested by the Board</p> <p>9.1 President Compensation Committee Report</p> <p>(<b><u>BOARD POLICY:</u></b> BOARD-CEO DELEGATION: BCD-06 President Compensation)</p>
<p>At the March 14th, 2022 Jackson College Board of Trustees meeting, Trustee Heins, Trustee Lake, and Trustee Hoffman requested a written report showing current total compensation, relevant comparisons, and recommendations from the President Compensation Committee, to be discussed at the next regular Board meeting on April 11<sup>th</sup>, 2022. An updated listing of my professional commitments was also requested and is enclosed.</p> <p>This time has been set aside for the President Compensation Committee to report back to the Board and for the Board to consider any action they may wish to take relative to my contract.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of the presidential compensation report and adjustments as determined by the Board.
<b>Action Taken:</b>

# Presidential Salary Information

Prepared for the

Jackson College Board of Trustees

April 5, 2022

## **Executive Summary**

**When the pandemic hit**, in March 2020, there was uncertainty, so the support association (due for performance pay and increases in their base in June 2020) relinquished their raises until there was more certainty. In August, the faculty gave up their performance pay (\$1,500). In September, the President also said even though his contract gave him an automatic 3% on his base, he would forgo it as well.

**In December 2020**, when funding and budgeting was clear, all full-time employees were given \$1,000 and PT \$500, partly a thank you for flipping to remote work so efficiently and partly to give them most of their contracted amounts. **In June 2021, our employees were made whole** and the support association extended their contract by 2 years simply keeping the performance pay at \$500 for those two years.

### **Timeline:**

<b>August 2019:</b>	<b>\$203,296</b>
<b>June 2020:</b>	Support association relinquished performance pay and raises
<b>August 2020:</b>	Faculty gave up performance pay and President Phelan accepted no pay increase/bonus at his request
<b>December 2020:</b>	Full-time employees received \$1,000 and part-time employees received \$500
<b>February 2021:</b>	<b>\$203,696.</b> President Phelan received \$3,500 bonus (not on base)
<b>June 2021:</b>	Employees given pay raises, support association extended contract for 2 years and performance pay provide.
<b>August 2021:</b>	<b>\$209,396.</b> President Phelan received 3% on base and one-time \$18,000 bonus (not on base)

According to Indeed:

## **What is a standard headhunter's fee?**

A standard headhunter's fee is often a percentage of the negotiated first-year salary in an offer letter (including any sign-on bonuses), paid by the hiring company on the start date of the successful candidate. The average percentage fee is 20-25%, though it can range from as low as 15% to as high as 40% or more, depending on the firm the headhunter works with and the type of job position being filled.

For example, if a company hiring a director of marketing offers a salary of \$100,000 with a headhunter fee of 20%, then an additional \$20,000 goes to the headhunter for locating the successful candidate.

Hard costs for consideration: Replacement candidate salary without a signing bonus based on a salary of \$225,000 (\$45,000 to \$56,250) or a salary of \$250,000 (\$50,000 - \$62,500)

Internally, hiring the headhunter, putting together a brochure about this college and the community and other information for the headhunter. Putting together community member forums, hosting faculty forums and interviews with the board and leadership team members. Loss of productivity on major initiatives, loss of senior management and years of experience.

# Social Security

## Cost-Of-Living Adjustments

Automatic Determinations COLA determination SSI payment rates increase with COLA

Since 1975, Social Security general benefit increases have been cost-of-living adjustments or COLAs. The 1975-82 COLAs were effective with Social Security benefits payable for June in each of those years; thereafter COLAs have been effective with benefits payable for December.

Prior to 1975, Social Security benefit increases were set by legislation.

### Social Security Cost-Of-Living Adjustments

Year	COLA	Year	COLA	Year	COLA
1975	8.0	1995	2.6	2015	0.0
1976	6.4	1996	2.9	2016	0.3
1977	5.9	1997	2.1	2017	2.0
1978	6.5	1998	1.3	2018	2.8
1979	9.9	1999 <sup>a</sup>	2.5	2019	1.6
1980	14.3	2000	3.5	2020	1.3
1981	11.2	2001	2.6	2021	5.9
1982	7.4	2002	1.4		
1983	3.5	2003	2.1		
1984	3.5	2004	2.7		
1985	3.1	2005	4.1		
1986	1.3	2006	3.3		
1987	4.2	2007	2.3		
1988	4.0	2008	5.8		
1989	4.7	2009	0.0		
1990	5.4	2010	0.0		

## Cost-Of-Living Adjustments

1991	3.7	2011	3.6
1992	3.0	2012	1.7
1993	2.6	2013	1.5
1994	2.8	2014	1.7

<sup>a</sup> The COLA for December 1999 was originally determined as 2.4 percent based on CPIs published by the Bureau of Labor Statistics. Pursuant to Public Law 106-554, however, this COLA is effectively now 2.5 percent.

The first COLA, for June 1975, was based on the increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) from the second quarter of 1974 to the first quarter of 1975. The 1976-83 COLAs were based on increases in the CPI-W from the first quarter of the prior year to the corresponding quarter of the current year in which the COLA became effective. After 1983, COLAs have been based on increases in the CPI-W from the third quarter of the prior year to the corresponding quarter of the current year in which the COLA became effective.

### SSI COLAs

COLAs for the Supplemental Security Income (SSI) program are generally the same as those for the Social Security program. However, COLAs for SSI have generally been effective for the month following the effective month of Social Security benefit increases. See SSI historical payment standards for more detail.

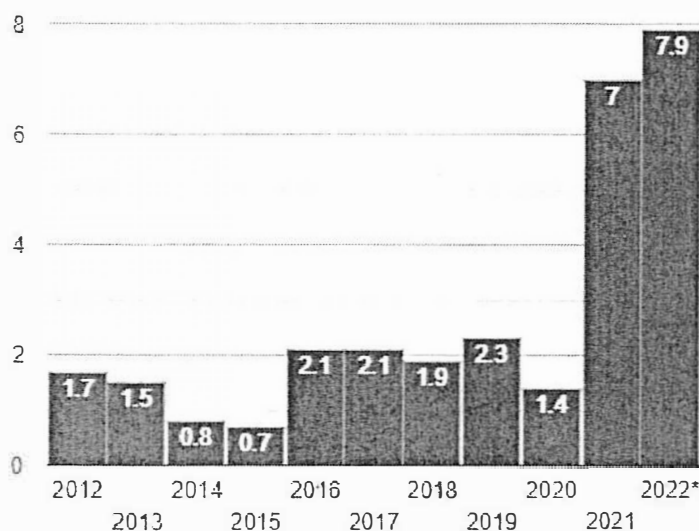
# Current US Inflation Rates: 2000-2022

<https://www.usinflationcalculator.com/inflation/current-inflation-rates/>

The annual inflation rate for the United States is 7.9% for the 12 months ended February 2022 — the highest since January 1982 and after rising 7.5% previously, according to U.S. Labor Department data published March 10. The next inflation update is scheduled for release on April 12 at 8:30 a.m. ET. It will offer the rate of inflation over the 12 months ended March 2022.

The chart and table below display **annual US inflation rates** for calendar years from 2000 and 2012 to 2022. (For prior years, see [historical inflation rates](#).) If you would like to calculate accumulated rates between two different dates, use the [US Inflation Calculator](#).

Chart: United States Annual Inflation Rates (2012 to 2022)



\*The latest inflation data (12-month based) is always displayed in the chart's final column.



**Table: Annual Inflation Rates by Month and Year**

Since figures below are 12-month periods, look to the December column to find inflation rates by calendar year. For example, the rate of inflation in 2021 was 7.0%.

The last column, "Ave," shows the average inflation rate for each year using CPI data, which was 4.7% in 2021. They are published by the BLS but are rarely discussed in news media, taking a back seat to a calendar year's actual rate of inflation.

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ave
2022	7.5	7.9	<i>Avail. April 12</i>										
2021	1.4	1.7	2.6	4.2	5.0	5.4	5.4	5.3	5.4	6.2	6.8	7.0	4.7
2020	2.5	2.3	1.5	0.3	0.1	0.6	1.0	1.3	1.4	1.2	1.2	1.4	1.2
2019	1.6	1.5	1.9	2.0	1.8	1.6	1.8	1.7	1.7	1.8	2.1	2.3	1.8
2018	2.1	2.2	2.4	2.5	2.8	2.9	2.9	2.7	2.3	2.5	2.2	1.9	2.4
2017	2.5	2.7	2.4	2.2	1.9	1.6	1.7	1.9	2.2	2.0	2.2	2.1	2.1
2016	1.4	1.0	0.9	1.1	1.0	1.0	0.8	1.1	1.5	1.6	1.7	2.1	1.3
2015	-0.1	0.0	-0.1	-0.2	0.0	0.1	0.2	0.2	0.0	0.2	0.5	0.7	0.1
2014	1.6	1.1	1.5	2.0	2.1	2.1	2.0	1.7	1.7	1.7	1.3	0.8	1.6
2013	1.6	2.0	1.5	1.1	1.4	1.8	2.0	1.5	1.2	1.0	1.2	1.5	1.5
2012	2.9	2.9	2.7	2.3	1.7	1.7	1.4	1.7	2.0	2.2	1.8	1.7	2.1
2011	1.6	2.1	2.7	3.2	3.6	3.6	3.6	3.8	3.9	3.5	3.4	3.0	3.2
2010	2.6	2.1	2.3	2.2	2.0	1.1	1.2	1.1	1.1	1.2	1.1	1.5	1.6
2009	0	0.2	-0.4	-0.7	-1.3	-1.4	-2.1	-1.5	-1.3	-0.2	1.8	2.7	-0.4
2008	4.3	4.0	4.0	3.9	4.2	5.0	5.6	5.4	4.9	3.7	1.1	0.1	3.8
2007	2.1	2.4	2.8	2.6	2.7	2.7	2.4	2.0	2.8	3.5	4.3	4.1	2.8
2006	4.0	3.6	3.4	3.5	4.2	4.3	4.1	3.8	2.1	1.3	2.0	2.5	3.2
2005	3.0	3.0	3.1	3.5	2.8	2.5	3.2	3.6	4.7	4.3	3.5	3.4	3.4
2004	1.9	1.7	1.7	2.3	3.1	3.3	3.0	2.7	2.5	3.2	3.5	3.3	2.7
2003	2.6	3.0	3.0	2.2	2.1	2.1	2.1	2.2	2.3	2.0	1.8	1.9	2.3
2002	1.1	1.1	1.5	1.6	1.2	1.1	1.5	1.8	1.5	2.0	2.2	2.4	1.6
2001	3.7	3.5	2.9	3.3	3.6	3.2	2.7	2.7	2.6	2.1	1.9	1.6	2.8
2000	2.7	3.2	3.8	3.1	3.2	3.7	3.7	3.4	3.5	3.4	3.4	3.4	3.4

### Calculating Annual Inflation Rates

Annual rates of inflation are calculated using 12-month selections of the Consumer Price Index which is published monthly by the Labor Department's Bureau of Labor Statistics (BLS).

For example, to calculate the inflation rate for January 2017, subtract the January 2016 CPI of "236.916" from the January 2017 CPI of "242.839." The result is "5.923." Divide this number by the January 2016 CPI and then multiply by 100 and add a % sign.

The result is January's annual inflation rate of 2.5%.

## A look at faculty, presidents' salaries



iStock

BY MATTHEW DEMBICKI APRIL 13, 2021

The annual compensation survey by the American Association of University Professors (AAUP) provides a glimpse at how faculty members have fared over the past year.

Overall, average full-time faculty salaries among surveyed U.S. colleges and universities increased 1% over the past year, which is the smallest increase since AAUP began tracking the measure in 1972. After adjusting for inflation, the result was a -0.4% decrease.

For associate-degree-granting institutions with faculty ranking systems, average salaries increased 1.7%, an increase of 0.3% in real terms. For the same type of institutions without standard faculty ranking systems, average salaries decreased -2.7%, a decrease of -4.1% after adjusting for inflation.

## How full-time faculty were affected or as a result of action taken by their col to the pandemic (by instituti

Source: AAUP Research Office, April 2021.

### Part-time numbers

The survey's findings on part-time faculty members come with a caveat: they are for the 2019-20 academic year, so they are pre-pandemic numbers. AAUP said, in general, institutions cannot provide employment data on part-time faculty until the end of the academic year.

On average, part-time faculty earned \$3,019 for a standard course section at associate-degree colleges with ranks, and \$2,611 at colleges without ranks. Salaries ranged from \$681 to \$10,325 at colleges with ranks, and \$1,281 to \$7,500 at colleges without ranks.

### Top-level admin salaries

The AAUP data include salaries for presidents, chief academic officers and chief financial officers at associate-degree institutions, though the report does not denote increases or decreases.

At associate-degree colleges with ranks, presidents earned, on average, \$273,814. The median was \$241,727 (the high was \$489,357, and low \$124,030). For associate

colleges without ranks, the average is \$241,452, with a median of \$224,371 (high was \$437,019, and low \$130,000).

For chief academic officers at associate-degree colleges, the average for colleges with ranks was \$154,660 and the median was \$146,436. For colleges without ranks, the average was \$153,959, and the median was \$142,268.

For chief financial officers at associate-degree colleges, the average for colleges with ranks was \$170,509 and the median was \$141,775. For colleges without ranks, the average was \$145,081 and the median was \$128,562.

## Gender, regional breakdown

The data also sheds light on disparities between average salaries between men and women, though female faculty at associate-degree institutions earned slightly more than men in the positions of assistant and instructor. Among professors at associate colleges, who earn most among faculty, men made \$92,530 on average compared to \$89,989 for women — a difference of \$2,541.

At associate-degree colleges, professors comprise 30.7% of full-time faculty positions, followed by associates (28.2%), assistants (25.2%) and instructors (10.9%). Women comprised the largest portion in each post. For example, 52.5% of professors and 57.2% of associates at these colleges were women.

The survey also looked at differences in salaries among regions. For associate-degree-granting colleges, the Pacific region — Alaska, California, Guam, Hawaii, Oregon and Washington — had the highest average salary for associates (\$89,395), assistants (\$76,247) and instructors (\$65,683). The Middle Atlantic (New Jersey, New York and Pennsylvania) had the highest average salary for the professor position at \$106,042.

## More to come

Complete analyses and discussion of the impact of the pandemic on faculty members and other results from this year's survey — which also collected information about faculty retirement, medical and dependent tuition benefits — will be presented in the upcoming Annual Report on the Economic Status of the Profession to be released in May.

### ABOUT THE AUTHOR

Matthew Dembicki



is editor of Community College Daily and serves as publications director for the American Association of Community Colleges.

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# Michigan Public School Superintendent Compensation Database

<https://www.mackinac.org/depts/epi/salary.aspx>

This database presents the estimated total compensation and current contract for every public school district superintendent in Michigan. The Mackinac Center originally compiled this information based on data provided directly by school districts and intermediate school districts in 2012. Based on responses received to information requests, most of the districts have been updated to include data posted and provided in 2020.

Please note that the amounts reported here may not precisely match current superintendent earnings, but is based on the latest information the district has made available to the public. Additionally, many pension contributions have been estimated based on a standard MPSERS employer contribution rate.

District	Total	Salary Insurance	Pension Annuity	Travel Other	Sick Days	Vac. Days	Enroll- ment
Western School District	\$265,836	\$161,218	\$62,355	\$4,632	18	30	2,912
		\$20,740	\$0	\$16,891			
Jackson Public Schools	\$228,355	\$152,523	\$41,944	\$0	15	25	4,678
		\$23,661	\$0	\$10,227			
Northwest Community Schools	\$223,080	\$132,235	\$67,964	\$2,600	16.4	52	3,620
		\$20,215	\$0	\$66			
Jackson ISD	\$211,637	\$138,096	\$41,023	\$0	14	26	263
		\$19,518	\$13,000	\$0			
Napoleon Community Schools	\$194,174	\$121,486	\$32,053	\$4,800	12	22	1,326
		\$10,526	\$5,700	\$19,609			
Grass Lake Community Schools	\$181,010	\$116,150	\$29,154	\$0	12	20	1,328
		\$21,013	\$0	\$14,693			
Columbia School District	\$178,556	\$119,757	\$32,933	\$0	22.5	20	1,514
		\$16,705	\$0	\$9,161			
Hanover-Horton School District	\$174,549	\$102,627	\$39,759	\$4,800	12	20	1,138
		\$19,087	\$0	\$8,276			
Michigan Center School District	\$159,045	\$110,000	\$31,130	\$2,000	17	23	1,368
		\$5,915	\$0	\$10,000			
Concord Community Schools	\$158,466	\$102,500	\$27,706	\$0	17	28	657
		\$20,585	\$0	\$7,675			
Vandercook Lake Public Schools	\$157,546	\$101,985	\$25,455	\$0	15	22	843
		\$17,304	\$0	\$12,802			
East Jackson Community Schools	\$154,652	\$96,500	\$26,538	\$0	20	23	887
		\$18,232	\$6,000	\$7,382			
Springport Public Schools	\$137,180	\$89,519	\$25,847	\$0	18	23	1,016
		\$14,966	\$0	\$6,848			

- "Insurance" can include medical, dental, life, vision, long-term disability or "cash-in-lieu" payments.
- "Other" can include longevity payments or merit-based awards, among other things.
- Does not include federal payroll taxes.

\*Total compensation does not include salary paid on a per diem basis.

## Professional Commitments

Daniel J. Phelan  
President & CEO  
Jackson College

2017	2018	2019	2020	2021	2022
AACCB Board of Directors (Past President)	-	-	-	-	-
AACC (Commission Member)	AACC (Commission Member) -		-	-	-
-	US DOE Neg Reg (Non-Fed Negotiator)	US DOE Neg Reg (Non-Fed Negotiator) -		-	-
AACC (Pathways Member)	AACC (Pathways Member)	AACC (Pathways Member) -	-	-	-
AACC (Public Policy Group)	AACC (Public Policy Group)	AACC (Public Policy Group) -	-	-	-
CQIN/AFIT (Board Member)	CQIN/AFIT (Board Member)	CQIN/AFIT (Board Member)	CQIN/AFIT (Board Member)	CQIN/AFIT (Board Member)	CQIN/AFIT (Board Member)
HERDI (Board Member)	HERDI (Board Member)	HERDI (Chairman)	HERDI (Chairman)	HERDI (Board Member)	HERDI (Board Member)
NC State (Advisory Board)	NC State (Advisory Board)	NC State (Advisory Board)	NC State (Prof of Practice) (Advisory Board)	NC State (Prof of Practice) (Advisory Board)	NC State (Prof of Practice) (Advisory Board)
Enterprise Group (Board Member)	Enterprise Group (Chairman)	Enterprise Group (Chairman)	Enterprise Group (Board Member)	Enterprise Group (Board Member)	Enterprise Group (Board Member)



2017	2018	2019	2020	2021	2022
MCCA (Board Member)	MCCA (Board Member)	MCCA (Board Member)	MCCA (Board Member)	MCCA (Board Member)	MCCA (Board Member)
CCCSE (Board Member)	CCCSE (Board Member)	CCCSE (Board Member)	CCCSE (Board Chair)	CCCSE (Board Chair)	CCCSE (Board Chair)
Phi Theta Kappa (Board Member)	Phi Theta Kappa (Board Member)	Phi Theta Kappa (Board Member)	Phi Theta Kappa (Board Member)	Phi Theta Kappa (Board Member)	Phi Theta Kappa (Board Member)
HLC Peer Evaluator	HLC Peer Evaluator	HLC Peer Evaluator	HLC Peer Evaluator	HLC Peer Evaluator	HLC Peer Evaluator
Anchor Initiative (Board Member)	Anchor Initiative (Board Member)	-	-	-	-
-	-	-	League (Board Member)	League (Board Member)	League (Board Member)
-	-	-	ACE (Board Member)	ACE (Board Member)	ACE (Board Member)
-	-	-	Henry Ford Alleg (Cmte Member)	Henry Ford Alleg (Cmte Member)	Henry Ford Allegiance Health (Vice Chair/Board Member)
-	-	-	-	-	Henry Ford Health System (Board Member)

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 2022



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

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

9.0 Information Requested by the Board

9.2 February 2022 Financial and Auxiliary Reports

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

For the Board's review the February 2022 Financial and Auxiliary Reports can be found in the Resource Center of Diligent Boards. The memo includes explanations for required variances.

I am happy to answer any questions you may have.

**Resource Impact:**

None

**Requested Board Action:**

Review of the February 2022 Financial and Auxiliary Reports.

**Action Taken:**



## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
February 28, 2022

**Jackson College**  
**Memo From Darrell Norris, Vice President of Finance**  
**For the February 28, 2022 Financial Report**

Following is the February 28, 2022 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for variances greater than 2% are included in this memo.

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

**Revenues**

- **Tuition and fees** - Favorable to budget, 21/FL and 22/SPR enrollment were higher than projected.
- **Housing** - Unfavorable to budget as occupancy was lower than expected due to continued social distancing considerations.
- **Contract training** - Favorable to budget, due to a conservative budget related to COVID-19 uncertainties.
- **Potter Center** - Favorable to budget, due to a conservative budget related to COVID-19 uncertainties.
- **Hospitality** - Unfavorable to budget, this is a new revenue stream for the College and we anticipate this to gain traction once on campus activity increases.
- **Miscellaneous** - Unfavorable to budget, due to the budget for bookstore commissions being approved prior to the College bringing the bookstore in house.
- **Transfers** - Favorable to budget, due to a conservative budget.
- **Transfers Federal grant funds** - Unbudgeted revenue, this Federal HEERF monies being used to offset lost housing revenue.

**Expenses**

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

**Jackson College**  
**Memo From Darrell Norris, Vice President of Finance**  
**For the February 28, 2022 Financial Report**

- **Services** - Unfavorable to budget. We anticipate this variance to diminish over the fiscal year.
- **Rent, utilities, insurance** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Other operating costs** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.
- **Transfers - deferred maintenance and life safety** - New fund created within the Building and Site Fund to address deferred maintenance and life safety expenses.
- **Transfers - Jets Store** - the Jets Store is a mission support activity that is created to be financially self sufficient, but in this start up year it has needed general fund support.
- **Capital Equipment** - Favorable to budget due to timing of purchases. We anticipate this variance to diminish over time.

**Other Notes**

- **Cash and Investments** - The Board directed MILAF investment strategy was operationalized in June 2018. At February 28, 2022 interest revenues have exceeded \$421,000. These earnings are designated for future operations. In June 2021, the College made a \$4 million investment in U.S. Government bonds, which is separately presented on the cash and investment summary.
- **Looking Ahead** - Expense controls have been put in place in anticipation of reduced revenues resulting from COVID-19 pandemic.
- **Operating Reserves** - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of February 28, 2022 the College is meeting this requirement.
- **HEERF Funds** - The College has been awarded funds through the Higher Education Emergency Relief Funds (HEERF) and these funds may be used throughout the fiscal year to reduce expenses or supplement lost revenues.

Jackson College  
Revenue and Expense Statement  
General Fund - FY 22  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

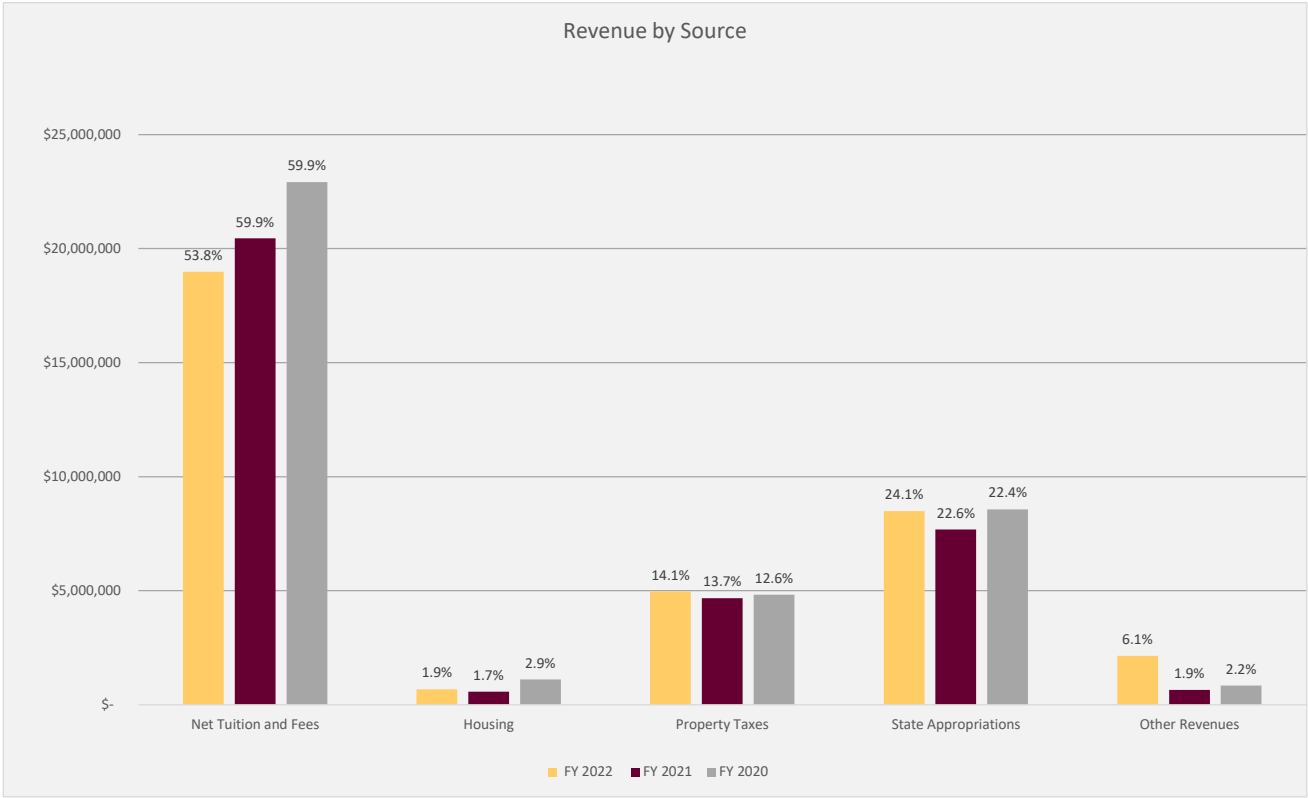
	2021-2022 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
<b>Revenue</b>							
Gross tuition and fees	\$ 21,433,000	51.7%	\$ 19,592,801	91.4%	86.0%	\$ 1,160,421	\$ 20,948,274
Less Institutional Scholarships	(800,000)	-1.9%	(617,887)	77.2%	73.0%	(33,887)	(504,042)
Net tuition and fees	20,633,000	49.8%	18,974,914	92.0%	79.5%	1,126,534	20,444,232
Housing	1,400,000	3.4%	683,237	48.8%	85.0%	(506,763)	579,457
Property taxes	5,300,000	12.7%	4,968,195	93.7%	94.0%	(13,805)	4,680,133
State appropriations	12,735,720	30.7%	8,490,480	66.7%	66.7%	(4,245)	7,686,196
Contract training	4,000	0.0%	47,054	1176.4%	66.7%	44,386	8,361
Potter Center activities	200,000	0.5%	202,715	101.4%	66.7%	69,315	-
Hospitality	750,000	1.8%	257,020	34.3%	66.7%	(243,230)	-
Miscellaneous	450,000	1.1%	198,025	44.0%	66.7%	(102,125)	335,928
Transfers	7,500	0.0%	15,043	200.6%	66.7%	10,040	123,335
Transfers - Federal grant funds	-	0.0%	1,421,417	0.0%	0.0%	1,421,417	191,158
<b>Total revenues</b>	<b>41,480,220</b>	<b>100.0%</b>	<b>35,258,100</b>	<b>85.0%</b>	<b>64.4%</b>	<b>1,801,524</b>	<b>34,048,800</b>
<b>Expenses</b>							
Wages	16,496,606	39.7%	9,838,123	59.6%	65.4%	(950,656)	9,792,210
Retirement	4,439,364	10.7%	2,625,747	59.1%	65.4%	(277,597)	2,637,390
Benefits	2,934,720	7.1%	2,078,243	70.8%	65.4%	158,936	1,941,273
Services - Staffing Agency	3,697,700	8.9%	2,288,272	61.9%	65.4%	(130,024)	2,133,960
Services	2,545,525	6.1%	1,752,759	68.9%	66.7%	54,894	1,314,517
Materials	1,994,765	4.8%	1,335,261	66.9%	66.7%	4,753	1,146,427
Rent, utilities, insurance	1,708,000	4.1%	1,089,235	63.8%	66.7%	(50,001)	1,014,057
Other operating costs	3,155,000	7.6%	1,708,353	54.1%	66.7%	(396,032)	1,168,214
Transfers-major maintenance	64,926	0.2%	43,284	66.7%	66.7%	(22)	747,517
Transfers-deferred maintenance	-	0.0%	704,233	0.0%	0.0%	704,233	-
Transfers-debt service	4,087,895	9.9%	2,725,263	66.7%	66.7%	(1,363)	2,773,875
Transfers-Jets Store	-	0.0%	217,121	0.0%	0.0%	217,121	-
Capital equipment	355,000	0.9%	133,947	37.7%	66.7%	(102,838)	101,321
<b>Total expenses</b>	<b>41,479,501</b>	<b>100.0%</b>	<b>26,539,841</b>	<b>64.0%</b>	<b>60.2%</b>	<b>(768,596)</b>	<b>24,770,761</b>
<b>Income over (under) expenses</b>	<b>\$ 719</b>		<b>\$ 8,718,259</b>			<b>\$ 2,570,120</b>	<b>\$ 9,278,039</b>

Jackson College  
Revenue and Expense Schedule  
HEERF Funds - FY 22  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

	CARES/HEERF I Student Funding	CARES/HEERF I Institutional Funding	CARES/HEERF I Strengthening Institutions Funding	CRRSAA/ HEERF II Student Funding	CRRSAA/ HEERF II Institutional Funding	ARP/HEERF III Student Funding	ARP/HEERF III Institutional Funding	Restricted State CARES Funding	Total
Prior years revenues	\$ 1,946,067	\$ 1,946,067	\$ 524,189	\$ 1,690,458	\$ 4,235,343	\$ -	\$ 45	\$ 1,429,600	\$ 11,771,769
Prior years expenses	1,946,067	1,946,067	524,189	1,690,458	4,235,343	-	45	1,429,600	11,771,769
<b>Net prior year activity</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fiscal Year 2022 Revenue</b>									
Grant revenue - State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant revenue - Federal	-	-	556,398	267,159	1,525,956	6,435,637	1,467,499	-	10,252,649
Transfers	-	-	-	-	-	-	-	-	-
<b>Total revenues</b>	<b>-</b>	<b>-</b>	<b>556,398</b>	<b>267,159</b>	<b>1,525,956</b>	<b>6,435,637</b>	<b>1,467,499</b>	<b>-</b>	<b>10,252,649</b>
<b>Fiscal Year 2022 Expenses</b>									
Online course fee scholarships	-	-	-	-	622,252	-	468,722	-	1,090,974
Emergency grants to students	-	-	-	267,159	-	6,435,637	-	-	6,702,796
Student retention	-	-	-	-	1,600	-	-	-	1,600
Wages	-	-	-	-	213,022	-	73,216	-	286,238
Retirement	-	-	-	-	65,478	-	18,856	-	84,334
Benefits	-	-	-	-	32,756	-	10,543	-	43,299
Services	-	-	-	-	124,317	-	-	-	124,317
Materials	-	-	-	-	50,922	-	4,681	-	55,603
Other operating costs	-	-	-	-	110,118	-	3,851	-	113,969
Transfers to general fund	-	-	556,398	-	-	-	865,019	-	1,421,417
Capital equipment	-	-	-	-	305,491	-	22,611	-	328,102
<b>Total expenses</b>	<b>-</b>	<b>-</b>	<b>556,398</b>	<b>267,159</b>	<b>1,525,956</b>	<b>6,435,637</b>	<b>1,467,499</b>	<b>-</b>	<b>10,252,649</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

Jackson College  
General Fund Revenue Comparison  
For the Eight Months Ended February 28, 2022

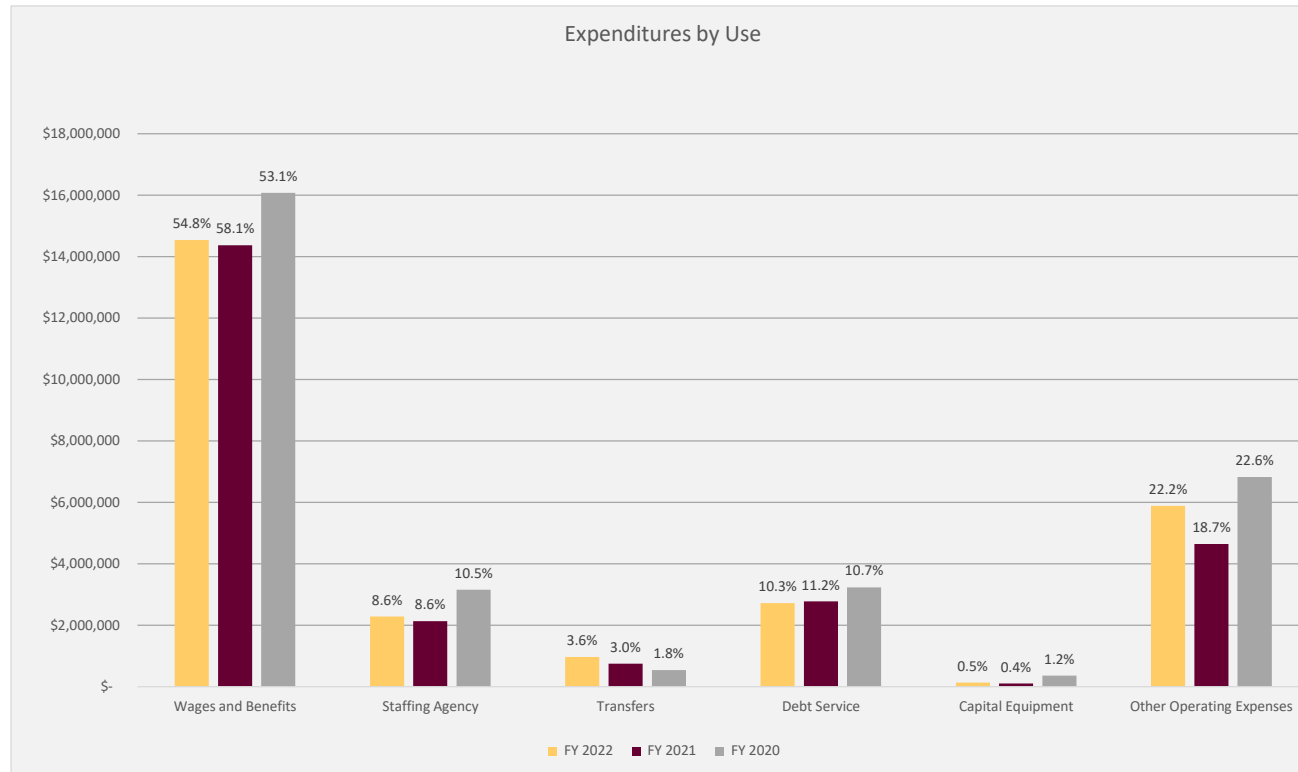
\$35,258,100





Jackson College  
General Fund Expenditure Comparison  
For the Eight Months Ended February 28, 2022

\$26,539,841



Jackson College  
Balance Sheet and Changes in Fund Balance - FY 22  
February 28, 2022  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Bookstore Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>									
Cash	\$ 9,641,177	\$ 12,117,981	\$ (3,468,549)	\$ -	\$ (235,471)	\$ 17,313	\$ 10,524,547	\$ 485,686	\$ 29,082,684
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	21,013	-	-	21,013
Accounts receivable	6,345,316	12,500	(158,855)	-	130,239	-	119,445	150	6,448,795
Inventories	97,503	-	-	-	116,466	-	-	-	213,969
Other assets	32,542	-	32,020	-	-	-	77,310,142	-	77,374,704
<b>Total assets</b>	<b>16,116,538</b>	<b>12,130,481</b>	<b>(3,595,384)</b>	<b>-</b>	<b>11,234</b>	<b>38,326</b>	<b>87,954,134</b>	<b>485,836</b>	<b>113,141,165</b>
<b>Liabilities and Fund Balance</b>									
Accounts payable	459,650	-	7,711	-	7,668	-	1,593,998	-	2,069,027
Accrued liabilities	2,900,874	-	-	-	-	-	34,866,120	-	37,766,994
Deferred liabilities	2,479,492	-	-	-	-	-	-	-	2,479,492
Unearned revenue	224,682	-	-	-	-	-	-	-	224,682
Other liabilities	629,797	-	-	-	3,566	-	-	-	633,363
<b>Total liabilities</b>	<b>6,694,495</b>	<b>-</b>	<b>7,711</b>	<b>-</b>	<b>11,234</b>	<b>-</b>	<b>36,460,118</b>	<b>-</b>	<b>43,173,558</b>
Fund balance	9,422,043	12,130,481	(3,603,095)	-	-	38,326	51,494,016	485,836	69,967,607
<b>Total liabilities and fund balance</b>	<b>\$ 16,116,538</b>	<b>\$ 12,130,481</b>	<b>\$ (3,595,384)</b>	<b>\$ -</b>	<b>\$ 11,234</b>	<b>\$ 38,326</b>	<b>\$ 87,954,134</b>	<b>\$ 485,836</b>	<b>\$ 113,141,165</b>
<b>Beginning fund balance</b>									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,412,811	\$ -	\$ 45,412,811
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	8,588,594	-	8,588,594
Restricted	-	178,467	361,625	-	-	35,146	-	-	575,238
Future Operations	703,784	11,938,888	-	-	-	-	-	519,586	13,162,258
	\$ 703,784	\$ 12,117,355	\$ 361,625	\$ -	\$ -	\$ 35,146	\$ 54,001,405	\$ 519,586	\$ 67,738,901
Current year income	35,258,100	23,126	20,924,601	-	360,352	3,180	5,799,608	79,863	62,448,830
Current year expenses	26,539,841	10,000	24,889,321	-	360,352	-	8,306,997	113,613	60,220,124
<b>Ending fund balance</b>	<b>\$ 9,422,043</b>	<b>\$ 12,130,481</b>	<b>\$ (3,603,095)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,326</b>	<b>\$ 51,494,016</b>	<b>\$ 485,836</b>	<b>\$ 69,967,607</b>

Jackson College  
Balance Sheet  
Building and Site Fund - FY 22  
February 28, 2022  
Preliminary - Unaudited

	<b>Building and Site Fund</b>
<b>Assets</b>	
Cash	\$ 5,315,426
Investments	-
Accounts receivable	119,445
Due from other funds	-
<b>Total assets</b>	<u>5,434,871</u>
<b>Liabilities and Fund Balance</b>	
Accounts payable	1,593,998
Other liabilities	-
<b>Total liabilities</b>	<u>1,593,998</u>
Fund balance	3,840,873
<b>Total liabilities and fund balance</b>	<u><u>\$ 5,434,871</u></u>

Jackson College  
Statement of Changes in Fund Balance  
Building and Site Fund  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

	<b>Balance July 1, 2021</b>	<b>Revenue</b>	<b>Expenditures</b>	<b>Balance February 28, 2022</b>
Major Maintenance and Equipment Replacement	\$ 8,588,594	\$ 2,361,097	\$ 7,813,051	\$ 3,136,640
Deferred Maintenance and Life Safety	-	704,233	-	704,233
<b>Total</b>	<u><u>\$ 8,588,594</u></u>	<u><u>\$ 3,065,330</u></u>	<u><u>\$ 7,813,051</u></u>	<u><u>\$ 3,840,873</u></u>

**Jackson College**  
**Revenue and Expense Statement**  
**Auxiliary Services**  
**For the Eight Months Ended February 28, 2022**  
**Preliminary - Unaudited**

	<b>Hospitality Services</b>	<b>Housing</b>	<b>Jets Store Bookstore</b>	<b>Potter Center Performing Arts</b>
<b>Revenue</b>				
Housing	-	683,237	-	-
Sales	-	-	143,231	-
Potter Center activities	-	-	-	202,715
Hospitality	257,020	-	-	-
Miscellaneous	-	-	-	-
Transfers - General Fund	-	-	217,121	-
Transfers - Federal grant funds	-	1,421,417	-	-
<b>Total revenues</b>	<b>257,020</b>	<b>2,104,654</b>	<b>360,352</b>	<b>202,715</b>
<b>Expenses</b>				
Wages	295,516	113,896	56,674	158,754
Retirement	62,962	21,334	14,806	51,117
Benefits	70,672	20,107	8,022	34,939
Services - Staffing Agency	10,798	-	-	-
Services	13,670	5,605	426	5,326
Materials	238,741	7,488	259,953	1,364
Rent, utilities, insurance	90	-	-	-
Other operating costs	5,391	13,615	5,014	129,936
Transfers	-	-	-	-
Transfers-debt service	-	800,000	-	-
Capital equipment	7,595	2,195	15,457	-
<b>Total expenses</b>	<b>705,435</b>	<b>984,240</b>	<b>360,352</b>	<b>381,436</b>
<b>Income over (under) expenses</b>	<b>\$ (448,415)</b>	<b>\$ 1,120,414</b>	<b>\$ -</b>	<b>\$ (178,721)</b>

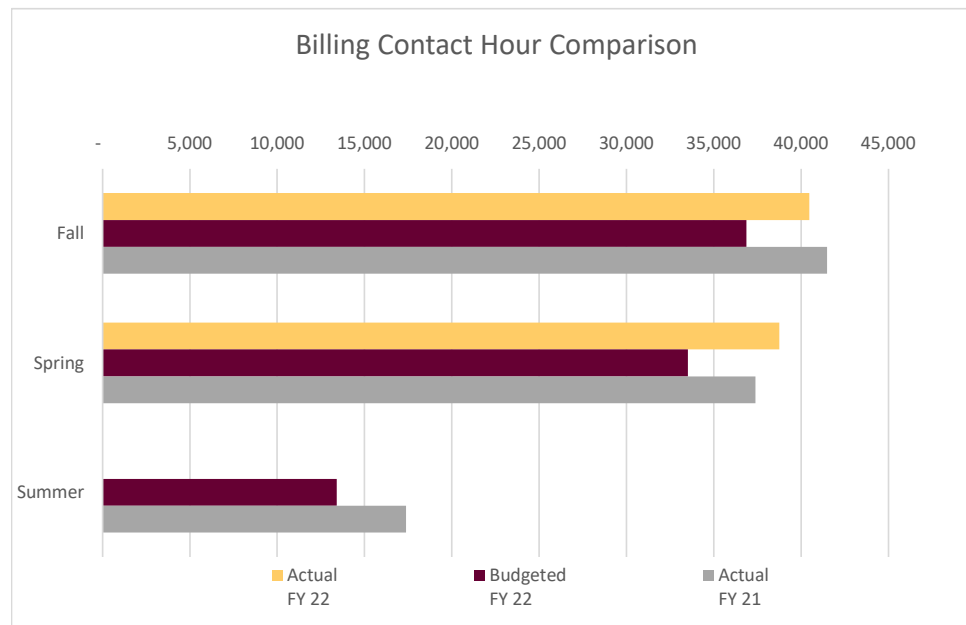
Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College  
Cash and Investments by Fund - FY 22  
February 28, 2022  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Grants Fund	Bookstore Fund	Endowment Fund	Building and Site	Physical Plant	Activities Fund	Total
Cash											
Petty Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,309	\$ 4,309
Cash-Comerica Bank Pooled	1,455,879	(203,534)	(197,506)	-	(237,379)	(242,317)	17,313	5,315,426	5,209,121	227,056	11,344,059
Cash-Comerica Federal Funds	-	-	16,194	-	(172)	-	-	-	-	-	16,022
VISA Account	409,999	-	-	-	-	6,846	-	-	-	-	416,845
Cash-United Bank	-	-	-	-	-	-	-	-	-	-	-
Cash-Federal Direct Loan	-	-	2,268	-	-	-	-	-	-	-	2,268
Cash-Comerica State Wire	1,351,535	-	-	-	-	-	-	-	-	254,321	1,605,856
Cash-Payroll	3,929,047	-	(2,507,963)	-	(1,427,216)	-	-	-	-	-	(6,132)
County National Bank	483,658	-	45,848	-	-	-	-	-	-	-	529,506
Ref Pay	7,910	-	-	-	-	-	-	-	-	-	7,910
Cultural Affairs Checking	3,149	-	-	-	-	-	-	-	-	-	3,149
MNJTP	-	-	-	-	837,377	-	-	-	-	-	837,377
U.S. Government Bonds	-	3,900,040	-	-	-	-	-	-	-	-	3,900,040
MILAF	2,000,000	8,421,475	-	-	-	-	-	-	-	-	10,421,475
	9,641,177	12,117,981	(2,641,159)	-	(827,390)	(235,471)	17,313	5,315,426	5,209,121	485,686	29,082,684
Investments											
Common Stock	-	-	-	-	-	-	21,013	-	-	-	21,013
Total cash and investments	<u>\$ 9,641,177</u>	<u>\$12,117,981</u>	<u>\$(2,641,159)</u>	<u>\$ -</u>	<u>\$ (827,390)</u>	<u>\$ (235,471)</u>	<u>\$ 38,326</u>	<u>\$ 5,315,426</u>	<u>\$ 5,209,121</u>	<u>\$ 485,686</u>	<u>\$ 29,103,697</u>

Jackson College  
Billing Contact Hours  
February 28, 2022  
Preliminary - Unaudited

	Budgeted FY 22	Actual FY 22	Actual Percentage	Actual FY 21	Prior Year Percentage
Semester:					
Fall	36,872	40,474	109.8%	41,477	97.6%
Spring	33,520	38,743	115.6%	37,384	103.6%
Summer	13,408	-	0.0%	17,373	0.0%
Total	83,800	79,217	94.5%	96,234	82.3%



Jackson College  
Revenue and Expense Statement  
Hospitality Services - Summary  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

	2021-2022 Original Budget	Current Period February 2022	Actual Year to Date	Percentage of Budget to Date
<b>Revenue</b>				
Food Service	\$ 85,000	\$ 7,128	\$ 75,985	89%
Catering revenue	5,000	1,115	86,111	1722%
Building Rental	10,000	-	-	0%
Meal Plans	650,000	70	93,587	14%
Concessions	-	435	1,316	0%
Over/Short	-	1	21	0%
<b>Total revenue</b>	<b>\$ 750,000</b>	<b>\$ 8,749</b>	<b>\$ 257,020</b>	<b>34%</b>
<b>Cost of goods</b>				
Beverage Supplies	-	1,619	15,367	0%
Food Supplies	336,240	23,348	208,557	62%
Disposables	30,000	3,174	7,181	24%
General Supplies	-	2,555	5,449	0%
<b>Total cost of goods</b>	<b>\$ 366,240</b>	<b>\$ 30,696</b>	<b>\$ 236,554</b>	<b>65%</b>
<b>Gross margin</b>	<b>\$ 383,760</b>	<b>\$ (21,947)</b>	<b>\$ 20,466</b>	<b>5%</b>
<b>Operating expenses</b>				
<b>Payroll expenses</b>				
Overtime	-	2,299	15,442	0%
Director	71,000	3,096	33,120	47%
Technicians	136,571	33,776	237,228	174%
Perm. Part Time	-	577	6,048	0%
Temporary Help	-	-	647	0%
Student Employees	-	896	3,031	0%
Ret. & Soc. Sec.	57,082	8,611	62,962	110%
Fringe Benefits	37,363	8,826	70,672	189%
Staffing Agency-Catering	-	808	10,798	0%
<b>Total payroll expenses</b>	<b>\$ 302,016</b>	<b>\$ 58,889</b>	<b>\$ 439,948</b>	<b>146%</b>
<b>General and administrative expenses</b>				
Contracted Services	-	-	5,495	0%
Laundry	-	543	8,175	0%
Office Supplies	-	-	81	0%
Printing	-	-	24	0%
Custodial Supplies	10,500	114	589	6%
Uniforms	-	-	1,493	0%
Equipment Rental/Lease	2,000	-	90	5%
Professional Development	5,000	-	-	0%
Recruitment	-	-	-	0%
Meeting Expense	-	99	609	0%
Bank service charges	-	-	3,979	0%
Licenses	-	-	803	0%
Office Equipment	5,000	-	7,595	152%
<b>Total general and administrative expenses</b>	<b>\$ 22,500</b>	<b>\$ 756</b>	<b>\$ 28,933</b>	<b>129%</b>
<b>Total operating expenses</b>	<b>\$ 324,516</b>	<b>\$ 59,645</b>	<b>\$ 468,881</b>	<b>144%</b>
<b>Net profit (loss)</b>	<b>\$ 59,244</b>	<b>\$ (81,592)</b>	<b>\$ (448,415)</b>	

Jackson College  
Revenue and Expense Statement  
Hospitality Services - Cafeteria and Coffee Shop  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

		<b>2021-2022 Original Budget</b>	<b>Current Period February 2022</b>	<b>Actual Year to Date</b>	<b>Percentage of Budget to Date</b>
<b>Revenue</b>					
01-3519000-1-1108	Food Service	\$ 85,000	\$ 7,120	\$ 68,343	80%
01-3519000-1-1109	Catering revenue	5,000	1,115	86,111	1722%
01-3519000-1-1537	Building Rental	10,000	-	-	0%
01-3519000-1-1569	Meal Plans	650,000	70	60,048	9%
01-3519000-1-1572	Concessions	-	435	1,316	
01-3519000-1-1102	Over/Short	-	1	21	0%
<b>Total revenue</b>		<b>\$ 750,000</b>	<b>\$ 8,741</b>	<b>\$ 215,839</b>	<b>29%</b>
<b>Cost of goods</b>					
01-3519000-1-5317	Beverage Supplies	-	1,619	15,367	0%
01-3519000-1-5318	Food Supplies	336,240	23,348	183,300	55%
01-3519000-1-5319	Disposables	30,000	3,174	7,181	24%
01-3519000-1-5357	General Supplies	-	2,555	4,766	0%
<b>Total cost of goods</b>		<b>\$ 366,240</b>	<b>\$ 30,696</b>	<b>\$ 210,614</b>	<b>58%</b>
<b>Gross margin</b>		<b>\$ 383,760</b>	<b>\$ (21,955)</b>	<b>\$ 5,225</b>	<b>1%</b>
<b>Operating expenses</b>					
<b>Payroll expenses</b>					
01-3519000-1-5109	Overtime	-	2,253	14,197	0%
01-3519000-1-5116	Director	71,000	3,096	33,120	47%
01-3519000-1-5130	Technicians	136,571	29,110	187,094	137%
01-3519000-1-5143	Perm. Part Time	-	-	3,888	0%
01-3519000-1-5144	Temporary Help	-	-	647	0%
01-3519000-1-5158	Student Employees	-	896	3,031	0%
01-3519000-1-5181	Ret. & Soc. Sec.	57,082	7,467	51,459	90%
01-3519000-1-5182	Fringe Benefits	37,363	7,656	55,225	148%
01-3519000-1-5230	Staffing Agency-Catering	-	808	10,798	0%
<b>Total payroll expenses</b>		<b>\$ 302,016</b>	<b>\$ 51,286</b>	<b>\$ 359,459</b>	<b>119%</b>
<b>General and administrative expenses</b>					
01-3519000-1-5225	Contracted Services	-	-	5,495	0%
01-3519000-1-5271	Laundry	-	543	8,175	0%
01-3519000-1-5353	Office Supplies	-	-	81	0%
01-3519000-1-5355	Printing	-	-	24	0%
01-3519000-1-5371	Custodial Supplies	10,500	114	589	6%
01-3519000-1-5374	Uniforms	-	-	1,493	0%
01-3519000-1-5421	Equipment Rental/Lease	2,000	-	90	5%
01-3519000-1-5518	Professional Development	5,000	-	-	0%
01-3519000-1-5566	Recruitment	-	-	-	0%
01-3519000-1-5567	Meeting Expense	-	99	609	0%
01-3519000-1-5603	Licenses	-	-	-	0%
01-3519000-1-5821	Office Equipment	5,000	-	7,595	152%
<b>Total general and administrative expenses</b>		<b>\$ 22,500</b>	<b>\$ 756</b>	<b>\$ 24,151</b>	<b>107%</b>
<b>Total operating expenses</b>		<b>\$ 324,516</b>	<b>\$ 52,042</b>	<b>\$ 383,610</b>	<b>118%</b>
<b>Net profit (loss)</b>		<b>\$ 59,244</b>	<b>\$ (73,997)</b>	<b>\$ (378,385)</b>	



Jackson College  
Revenue and Expense Statement  
Hospitality Services - Subway  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period February 2022	Actual Year to Date	Percentage of Budget to Date
<b>Revenue</b>					
01-3519100-1-1108	Food Service	\$ -	\$ 8	\$ 7,642	0%
01-3519100-1-1569	Meal Plans		-	33,539	
01-3519100-1-1102	Over/Short	-	-	-	0%
<b>Total revenue</b>		<b>\$ -</b>	<b>\$ 8</b>	<b>\$ 41,181</b>	<b>0%</b>
<b>Cost of goods</b>					
01-3519100-1-5317	Beverage Supplies	-	-	-	0%
01-3519100-1-5318	Food Supplies	-	-	25,257	0%
01-3519100-1-5319	Disposables	-	-	-	0%
01-3519100-1-5357	General Supplies	-	-	683	0%
<b>Total cost of goods</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,940</b>	<b>0%</b>
<b>Gross margin</b>		<b>\$ -</b>	<b>\$ 8</b>	<b>\$ 15,241</b>	<b>0%</b>
<b>Operating expenses</b>					
<b>Payroll expenses</b>					
01-3519100-1-5109	Overtime	-	46	1,245	0%
01-3519100-1-5130	Technicians	-	4,666	50,134	0%
01-3519100-1-5143	Perm. Part Time	-	577	2,160	0%
01-3519100-1-5181	Ret. & Soc. Sec.	-	1,144	11,503	0%
01-3519100-1-5182	Fringe Benefits	-	1,170	15,447	0%
<b>Total payroll expenses</b>		<b>\$ -</b>	<b>\$ 7,603</b>	<b>\$ 80,489</b>	<b>0%</b>
<b>General and administrative expenses</b>					
01-3519100-1-5225	Contracted Services	-	-	-	0%
01-3519100-1-5271	Laundry	-	-	-	0%
01-3519100-1-5353	Office Supplies	-	-	-	0%
01-3519100-1-5355	Printing	-	-	-	0%
01-3519100-1-5371	Custodial Supplies	-	-	-	0%
01-3519100-1-5421	Equipment Rental/Lease	-	-	-	0%
01-3519100-1-5518	Professional Development	-	-	-	0%
01-3519100-1-5575	Bank Service Charges	-	-	3,979	0%
01-3519100-1-5603	Licenses	-	-	803	0%
01-3519100-1-5821	Office Equipment	-	-	-	0%
<b>Total general and administrative expenses</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,782</b>	<b>0%</b>
<b>Total operating expenses</b>		<b>\$ -</b>	<b>\$ 7,603</b>	<b>\$ 85,271</b>	<b>0%</b>
<b>Net profit (loss)</b>		<b>\$ -</b>	<b>\$ (7,595)</b>	<b>\$ (70,030)</b>	

Jackson College  
Revenue and Expense Statement  
Jets Store  
For the Eight Months Ended February 28, 2022  
Preliminary - Unaudited

		2021-2022 Original Budget	Current Period February 2022	Actual Year to Date	Percentage of Budget to Date
<b>Revenue</b>					
42-0000000-1-1103	Sales - Textbooks	\$ (5,000)	\$ 2,726	\$ 67,093	0%
42-0000000-1-1105	Sales - Supplies	5,000	3,097	58,187	1164%
42-0000000-1-1107	Sales - Clothing	-	1,529	16,551	0%
42-0000000-1-1572	Miscellaneous Revenue	-	-	1,400	0%
42-0000000-1-1701	Transfers in - General Fund	-	68,801	217,121	0%
<b>Total revenue</b>		<b>\$ -</b>	<b>\$ 76,153</b>	<b>\$ 360,352</b>	<b>0%</b>
<b>Cost of goods</b>					
42-0000000-1-5003	Cost of Sales-Textbooks	-	39,089	258,094	0%
42-0000000-1-5005	Cost of Sales-supplies	-	108	503	0%
<b>Total cost of goods</b>		<b>\$ -</b>	<b>\$ 39,197</b>	<b>\$ 258,597</b>	<b>0%</b>
<b>Gross margin</b>		<b>\$ -</b>	<b>\$ 36,956</b>	<b>\$ 101,755</b>	<b>0%</b>
<b>Operating expenses</b>					
<b>Payroll expenses</b>					
42-0000000-1-5109	Overtime	-	577	1,951	0%
42-0000000-1-5116	Director	-	3,096	21,468	0%
42-0000000-1-5130	Technicians	-	8,556	27,442	0%
42-0000000-1-5144	Temporary Help	-	-	5,813	0%
42-0000000-1-5181	Ret. & Soc. Sec.	-	3,212	14,806	0%
42-0000000-1-5182	Fringe Benefits	-	2,641	8,022	0%
<b>Total payroll expenses</b>		<b>\$ -</b>	<b>\$ 18,082</b>	<b>\$ 79,502</b>	<b>0%</b>
<b>General and administrative expenses</b>					
42-0000000-1-5225	Contracted Services	-	226	426	0%
42-0000000-1-5353	Office Supplies	-	656	1,356	0%
42-0000000-1-5517	Institutional Memberships	-	-	175	0%
42-0000000-1-5562	Freight Out	-	2,858	4,732	0%
42-0000000-1-5568	Miscellaneous	-	107	107	0%
42-0000000-1-5821	Office Equipment	-	15,027	15,457	0%
<b>Total general and administrative expenses</b>		<b>\$ -</b>	<b>\$ 18,874</b>	<b>\$ 22,253</b>	<b>0%</b>
<b>Total operating expenses</b>		<b>\$ -</b>	<b>\$ 36,956</b>	<b>\$ 101,755</b>	<b>0%</b>
<b>Net profit (loss)</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 2022



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

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

9.0 Information Requested by the Board

9.3 MLK Awarding Process

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

At Trustee Patterson's request, this agenda item is to provide an overview of the MLK awarding process.

**Resource Impact:**

None

**Requested Board Action:**

Consider the MLK Award voting and nominee candidate pool policy.

**Action Taken:**

## **MLK Medal of Service Award Selection Process**

- MLK electronic award nomination form is sent out from JC Marketing Dept as a press release to community and JC employees.
- Community and employees can nominate a person for the JC MLK Medal of Service Award winner up until the due date.
- A nomination form must be submitted yearly to the Diversity, Equity and Belonging Department.
- Chief Diversity Officer will select a 7-member committee that consist of 1 BOT, 1 student and 5 former MLK Award winners. \* Former MLK Award winners will be put in an electronic raffle dispenser to cast their vote.
- Nomination forms will be given to the 7-member committee to vote.
- Ballots will be distributed to voting members in an electronic form or may be given a sealed envelope to cast vote.
- Votes will be tallied by a JC College Official.
- The MLK Medal of Service Award Winner will be notified by Chief Diversity Officer.
- MLK Medal of Service Award Winner will be recognized at the JC Martin Luther King Celebration, located on Jackson College main campus.

### **LINK FOR NOMINATION FORM**

<https://forms.office.com/r/zV5cL9cK94>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

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

9.0 Information Requested by the Board

9.4 Environment Social Governance (ESG) & Implications for Jackson College

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

At the 03.14.22 Board Meeting, Trustee Hoffman and Chairman Barnes introduced a practice known as ESG. Specifically, ESG (i.e., Environmental, Social, & Governance), is an effort which began in 2005, principally, though not entirely, related to investment strategy, as well as for-profit scoring and comparisons to determine the extent to which a corporation works toward the social, environmental, and governance goals of the owners. To-date, it has only been tied to higher education with regard to the investment practices of college foundations.

Trustee Heins requested additional information on ESG, which I am including below.



[Wikipedia Definition](#)

[Article: Environmental, Social And Governance: What is ESG Investing?](#)



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022

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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Information Requested by the Board</p> <p>9.5 2022 GOVERN for IMPACT HYBRID Conference Participation</p> <p>(<b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board)</p>
<p>This time has been set aside for the Board to determine member attendance, either in person, or virtually, for the <a href="#">2022 GOVERN for IMPACT HYBRID Conference</a>, June 16-18, 2022. (Note: the live event will be held in Fort Worth, Texas.)</p> <p>Conference sessions that will have an impact on you:</p> <p>Governing Fundamentals</p> <ul style="list-style-type: none"> <li>• Ends (Critical Outcomes Including Monitoring)</li> <li>• Executive Limitations (Including Monitoring)</li> <li>• Ownership/Careholdership Linkage, Engagement</li> <li>• Board Process/Fiduciary Duties (Including Monitoring/Self Assessment)</li> <li>• Board/CEO Relationship; Principles and Practices</li> </ul> <p>Governing Into the Future</p> <ul style="list-style-type: none"> <li>• Strategic Vision Is Not A Strategic Plan, Setting Direction</li> <li>• Future Focused Governance is Agile</li> <li>• How to Embed JEDI into Work of Boards: The Road Thus Far</li> <li>• Facilitated Unconference - What Did We Learn? What Do We Want to Learn?</li> <li>• Purposeful Profitability</li> </ul>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Consider participation either in person, or virtually, for the 2022 GOVERN for IMPACT HYBRID Conference.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

<b>Subject to be Discussed and Policy Reference:</b>
<p>9.0 Information Requested by the Board</p> <p>9.6 Next Board Meeting Topics – May 9, 2022</p> <p>(<b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda)</p>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (May 9<sup>th</sup>, 2022). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> <li>• Policy Review &amp; 2022 Monitoring: EL-05 Asset Protection</li> <li>• Policy Review &amp; 2022 Monitoring: EL-06 Investment</li> </ul> <p>Please feel free to offer other agenda items at this point on the agenda.</p>
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Review of currently anticipated topics.
<b>Action Taken:</b>

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: April 11, 2022



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

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

9.0 Information Requested by the Board

9.7 Distinguished Service Award Recipient Consideration

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

**Description:**

Following the introduction of this topic at the February 14<sup>th</sup> meeting, I request any recommendations, and final approval of the Board's Distinguished Service Award recipient for 2022.

Names for further consideration include Leland Bassett, Frank Dick, Martha Petry, and Phil Moilanen. Enclosed is a list of prior year recipients as a reference for you.

**Resource Impact:**

None

**Requested Board Action:**

Discussion and approval of Distinguished Service Award recipient for 2022.

**Action Taken:**



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

Edward O. Marsh

(Posthumous)

John George (D)

Harold Steele (D)

Justin R. Whiting (D)

Norman E. Leslie (D)

Harvey T. Woodfield (D)

Jay F. Clark (D)

George L. Greenawalt (D)

Harold R. Leslie (D)

Ralph D. McLeary

Frederick A. Probert (D)

J. Sterling Wickwire (D)

**1974**

None

**April 30, 1975**

Yulah Barnes (D)

Charles O. Conrad (D)

William J. Ogden (D)

Louise Riggs (D)

**April 28, 1976**

Anthony P. Hurst

Dr. William M. Lannik (D)

Arthur T. Dolan (D)

**June 12, 1967**

Ray W. Herrick (D)

Lyle A. Tarrant (D)

W. Keith McNally (D)

Frank J. Dove (D)

**April 29, 1977**

Ruth M. Day (D)

Betty L. Giguere/Desbiens

Harold Rosier (D)

Waunetta Rosier (D)

**June 9, 1969**

James P. Graham (D)

Bert H. Walker (D)

Florence Jack Price (D)

Dr. William N. Atkinson (D)

Leona Atkinson (D)

**November 23, 1977**

Al Cotton (D)

**April 27, 1978**

Robert E. Snyder (D)

E. Dean Edwards (D)

Richard Cowley (D)

**May 10, 1971**

Alphonse H. Aymond (D)

Leo J. Brannick (D)

J. Ward Preston (D)

Wilferd P. Rayner (D)

Harry G. Ziegler (D)

**May 2, 1979**

J. C. Drake (D)

Marvin Raguse (D)

Hugh D. Federer (D)

Edwin C. Hetherwick (D)

**May 8, 1972**

James N. Folks (D)

Theron B. (Rollo) Sims (D)

William J. Jefferson

**April 30, 1980**

John V. Kopplin (D)

Richard C. Deming (D)

**March 12, 1973**

Elwin T. Ruffner (D)

Louis H. Leggett (D)

Kae Marcoux (D)

Rep. Hal Ziegler (D)

**1981**

Harold Sheffer (D)

**1982**

None

**1983**

Maxwell E. Brail (D)

Richard Firestone	(D)	<b><u>1997</u></b>	
Donald P. Troyer	(D)	Mark K. Rosenfeld	
<b><u>1984</u></b>		<b><u>1998</u></b>	
Terry McLaughlin	(D)	Lawrence L. Bullen	
		George Raven	(D)
<b><u>1985</u></b>		Barbara Raven	(D)
John Selby	(D)	<b><u>1999</u></b>	
Walter Berlet	(D)	Michael Baughman	
Myrna Berlet	(D)	Victor Cuiss	(D)
<b><u>1986</u></b>		<b><u>2000</u></b>	
Anthony Consolino	(D)	Clyde E. LeTarte	(D)
Rep. Michael Griffin			
<b><u>1987</u></b>		<b><u>2001</u></b>	
Rep. Phil Hoffman		None	
<b><u>1988</u></b>		<b><u>2002</u></b>	
M. P. (Pat) Patten	(D)	Rick Davies	
<b><u>1989</u></b>		<b><u>2003</u></b>	
Betsy W. Dolan	(D)	Bill Sigmand	(D)
John Dabbert	(D)	Jerry Kratz	(Posthumously)
		Fred Slete	
<b><u>1990</u></b>		<b><u>2004</u></b>	
William Maher	(D)	Georgia Fojtasek	
<b><u>1991</u></b>		<b><u>2005</u></b>	
Lois Franklin	(D)	John Crist	
Myer Franklin	(D)		
Howard Patch			
<b><u>1992</u></b>		<b><u>2006</u></b>	
Bernard H. Levy		Dale Smith	(D)
<b><u>1993</u></b>		<b><u>2007</u></b>	
		George Potter	
<b><u>1994</u></b>		<b><u>2008</u></b>	
Betsy W. Dolan	(D)	R. Dale Moretz	
		Charles E. Anderson	
<b><u>1995</u></b>		<b><u>2009</u></b>	
Robert L. Johnson		Dennis DaPra	
Jacqueline Dulworth (Posthumous)		Tony Dungy	
Frank Meyers	(D)	Dr. Harish Rawal	
<b><u>1996</u></b>		<b><u>2010</u></b>	
Dr. Roderick D. Riggs	(D)		

Rep Mike Simpson (Posthumously)

**2011**

Henry C. Zavislak

**2012**

Senator Mike Nofs

**2013**

Representative John Walsh

**2014**

Karen Dunigan (Posthumously)

**2015**

Reverend Frank Hampton (D)

**2016**

Christine Medlar

**2017**

Karen Hawley

Bart Hawley

**2018**

Kirk Mercer

**2019**

Senator Mike Shirkey

**2020**

Evelyne Jones

Dr. Albert Krieger

**2021**

Greg O'Conner

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: April 11, 2022



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board <div style="margin-left: 40px;">9.8 Distinguished Service Award Presenter for Commencement Consideration  <p><b>(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board)</b></p> </div>
Description:	
<p>Given the current health environment, and relative progress we are making within our community, state and nation, I am preparing to hold outdoor commencement ceremonies in the spring once again. I intend to use the north side of Walker Hall as the stage and the parking lot would be for physically-distanced seating.</p> <p>This would occur on Saturday, April 30<sup>th</sup>, 2022. Should there be inclement weather, Commencement will still occur on the same date, but it will be moved inside to the Sheffer Music Hall and two ceremonies will be held on that day to accommodate all those wishing to participate (one ceremony at 9am and another at 12pm).</p> <p>Given this, I request determination and action by the Board of Trustee for a presenter at the 2022 ceremony for the Distinguished Service Award recipient for 2022</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration of presenter for the Distinguished Service Award recipient for the 2022 graduation ceremony.	
Action Taken:	

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

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

10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting  
 10.1 Principles of Policy Governance

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

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

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

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

**Resource Impact:**

None

**Requested Board Action:**

Define particular areas for improvement in the governance process.

**Action Taken:**

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

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

11.0 Meeting Content Review

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

This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of areas for meeting content improvement

**Action Taken:**



**BOARD OF TRUSTEES MEETING**  
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 Board Meeting Date: April 11, 2022

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

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