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13. [Adjourn*](#)

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(*) Indicates a roll-call item



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: Global Statement

Policy Number: BCD-00

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GLOBAL BOARD-CEO DELEGATION STATEMENT:

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled President & CEO, hereinafter "CEO".

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.30.23	2.0	All-policies wide integration of the use of “CEO” (as opposed to “President”) and indication of the responsible party as CGO.	Chief Governance Officer
3.11.24	2.0	Regular Review – Approved	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.1 Policy Review*

6.2.1.1 EL-12 Land Use*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Executive Summary:

Enclosed for its regularly scheduled review is policy EL-12.

This policy was also offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for approval.

Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I are recommending a minor edit that is tracked in the enclosed version for the Board's consideration

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy EL-12 Land Use.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Land Use

Policy Number: EL 12

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 3.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

The CEO 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.

Further, without limiting the scope of the above statement by the following list, the CEO 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.
2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.
3. Permit development that is not energy efficient and to a reasonable extent, minimizes adverse environmental impacts and preserves the natural landscape.
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, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.

- Creation of opportunity to generate new revenue streams.
- An opportunity to differentiate the College's learning and co-curricular environment.
- Positioning the College as an innovative leader in new programs targeted at future market opportunities.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Small Changes to policy to better align with College practices	CEO
4.11.22	2.0	Regular Review – Approved	CEO
3.13.23	3.0	Small Changes to policy to better align with College practices	CEO
3.11.24	3.0	Regular Review - Approved	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.2 Interpretations Assessment*

6.2.2.1 EL-12 Land Use*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Executive Summary:

Attached for their regular assessment are my interpretations for policy EL-12.

These were also offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for assessment.

I am recommending some changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.

I appreciate your consideration of my interpretations statement.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-12 Land Use as demonstrating a reasonable interpretation of the policy.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.



Jackson College Board of Trustees

Interpretation Assessment: EL-12 Land Use

Report Date: 03.17.25

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

POLICY STATEMENT:

The CEO 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. I interpret compliance with those four items will constitute compliance with this policy.~~

~~This interpretation is reasonable because it addresses, below, all aspects of the global 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:

I have interpreted that 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-available for use by the College for planning and construction purposes.
- b) There is a site development plan documenting all existing and contemplated future sites of performance and educational spaces, fields,

storage, parking lots, sidewalks, buildings, [green spaces](#), and roadways.

This interpretation is reasonable because an infrastructure plan is widely recognized in the industry as providing decision-making data necessary for any future development. Further, the infrastructure map of existing utilities, as well as the site development plan, are consistent with architectural, engineering and construction codes, and all legal requirements necessary for any [future](#) development to proceed.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that proposed building designs are consistent with, and complementary to, [historical and](#) existing campus design philosophy, facility design, and operational elements; and
- b) ~~As president, I approve~~ [Only the College CEO approves](#) all joint ventures and partnerships, in part, according to other Board Executive Limitation Policies.

This interpretation is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained and ultimately reviewed by the Board's CEO.

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:

I have interpreted that compliance will be demonstrated when:

- a) All [future](#) development projects have met construction regulations set by [all required](#) local, state, federal environmental entities;
- b) A third-party natural landscaping expert confirms that all College planned projects include ~~complementary~~ [complementary to the campus and geographic region of the](#) country; and
- c) Project designs provide for [review and consideration of](#) energy efficient, low-cost operation and considers the use of 'green building design' Leadership in Environmental Design (LEED) certification standards.

This interpretation is ~~a~~ reasonable ~~interpretation~~ because it considers industry

standards, as well as ~~meets-addresses~~ regulations set forth by local, state, and federal bodies. Further, LEED standards were developed by the external Green Building Council, as a globally accepted, building rating system, for every type of building, guiding construction methods, that provide for healthy, efficient, and cost-saving buildings, both in terms of construction methods, as well as in building operations.

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, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College's learning and co-curricular environment.**
- **Positioning the College as an innovative leader in new programs targeted at future market opportunities.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

This interpretation is reasonable because the Board has identified the aforementioned specific criteria to be met and requires the CEO to provide explicit demonstration of compliance, through monitoring, with said criteria.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.2 Executive Limitations

6.2.3 Board's 04.01.25 Spring Planning Session Follow-up

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

Executive Summary:

My colleagues and I will offer additional follow-up to inquiries posed at the Board's 04.01.25 Spring Planning Session. This will include:

1. Community engagement and partnership offerings (enclosed)
2. Campus energy efficiency initiatives (enclosed)
3. A 10-year look back on tuition increases (enclosed)
4. Human Resources matters: PACE Survey and Employee Resource Groups (CHRO, John Randle)

Resource Impact:

None

Requested Board Action:

Consideration of the provided follow-up from the 04.01.25 Spring Planning Session.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.

Professional Commitments

Daniel J. Phelan, President & CEO, Jackson College

2025
Accelerate Jackson (previously Enterprise Group) (Board Member) – 6 mtgs./yr. (Executive Committee) 6 mtgs/yr.
MCCA (Board Member) – 5 mtgs./yr. (Legislative Committee) – once/mo.
CCCSE (Board Chair) – 1 mtg./yr.
Phi Theta Kappa (Vice Chair/Board Member) – 3 mtgs./yr.
League for Innovation (Vice Chair / Board member) – 2 mtgs./yr.
Henry Ford Jackson Hospital (Chair / Board Member) – 4 mtgs/yr. (Quality Committee) – 6 mtgs./yr. (Medical Executive Committee) 12 mtgs/yr. (Health Improvement Organization) 4 mtgs/yr. (Pink Ball) 1 event per year
Henry Ford Health System (Board Member) – 4 mtgs./yr. (Governance & Administration Committees) – 4 mtgs. each/yr.
Jackson College Foundation (Board Member) – 4 mtgs/year (Starry Night Event) – 1 event/year
Kansas State University (Adjunct: 8-week long evening class once a year)

Professional Commitments History

Daniel J. Phelan
President & CEO
Jackson College

2017	2018	2019	2020	2021	2022	2023	2024
AACC (Board of Directors - Past President) (Commission Member) (Pathways Member) (Public Policy Group)	AACC (Commission Member) (Pathways Member) (Public Policy Group)	AACC (Pathways Member) (Public Policy Group)					
	US DOE Neg Reg (Non-Fed Negotiator)	US DOE Neg Reg (Non-Fed Negotiator)					
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 (Advisory Board) (Prof. of Practice)	NC State (Advisory Board) (Prof. of Practice)	NC State (Advisory Board)	NC State (Advisory Board)	NC State (Advisory Board)
Enterprise Group (Board Member)	Enterprise Group (Chairman)	Enterprise Group (Chairman)	Enterprise Group (Board Member)	Enterprise Group (Board Member)	Enterprise Group (Board Member)	Enterprise Group (Board Member)	Accelerate Jackson (Board Member)
MCCA (Board Member)	MCCA (Board Member)	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)	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)	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)						

2017	2018	2019	2020	2021	2022	2023	2024
			League for Innovation (Board Member)	League for Innovation (Board Member)	League for Innovation (Board Member)	League for Innovation (Board Member)	League for Innovation (Board Member)
			ACE (Board Member)	ACE (Board Member)	ACE (Board Member)		
			Henry Ford Allegiance (Committee Member)	Henry Ford Allegiance (Committee Member)	Henry Ford Allegiance (Vice Chair / Board Member)	Henry Ford Allegiance (Vice Chair / Board Member)	Henry Ford Jackson Hospital (Vice Chair / Board Member)
					Henry Ford Health System (Board Member)	Henry Ford Health System (Board Member)	Henry Ford Health System (Board Member)
						Kansas State University (Adjunct: 8-week long class)	Kansas State University (Adjunct: 8-week long class)

Connecting with our Community

12–16 page publication to be mailed to all residents of Jackson, Hillsdale, and Lenawee counties showcasing JC's points of pride. Answer the questions, "How do we stand out? "What is our value in these counties and beyond?" What is our economic impact?" Publication to include engaging photography and informative writing.

Community Service Projects – Fall 2024

- JC employees volunteered as a group at the Dahlem Center and the John George Home.
- Student group service projects
 - Medical assistants helping at the Jackson Interfaith
 - Dental hygiene students hosting a nutrition-focused HealthWise event (open to the community)

Jackson College Advisory Committees

- See spreadsheet behind this document.

Community Collaboration / Board Memberships

- Cross check w/ Community Value Document
- Jackson Symphony Orchestra
- Center Stage Jackson
- Hanover Horton HS – Commencement
- Northwest High School
- Local law enforcement and FBI
- So MI Chapter of Credit Unions Youth Competition
- Challenge Day
- Henry Ford Health
- Siena Heights University
- Grand Valley State University
- Family Services and Children's Aid
- ABC Academy
- Jackson County Intermediate School District
- Jackson County Early College
- LISD Academy
- Hillsdale County Early Middle College
- Jackson Chamber of Commerce
 - Board Member: Keith Everett Book
- Experience Jackson
 - Board Member: Keith Everett Book
- Local Employer Training
- Jackson District Library – library services
- Jackson Civic Art Association – local artist exhibits
- Jackson Co Rose Run
- Cascade Falls
- Astronomical Observatory public viewing and special events
- Sports and Youth Campus
- CCE Programming – community workshops, campus and professional development
- Blackman Local Development Finance Authority
 - Board Member: John Globoker
- Parma Local Development Finance Authority
 - Board Member: John Globoker
- Teacher of the Year Executive Committee:
 - Member: Julie Hand

Performing Arts

- Approximately 40,000 attend cultural performances each year at the Potter Center.
- Educational outreach opportunities for local elementary school students (Jackson, Lenawee and Hillsdale) by offering performing arts programing during the school day. Attendance averages 6,000 students per year.

Free Community Events

- Spooktacular
- Easter Egg Hunt
- Summer Concert Series
- Healthwise Events
- Musical performances in local senior, care homes, schools
- Senior information technology sessions with JC students
- Senior pickleball events

Health and Fitness

- Fieldhouse Fitness Center
- Jets Air Station
- Athletic fields
- Disc golf course (free community benefit)
- Jets Fitness Trail (free community benefit)
- Priority Health Fitness Court (free community benefit)

Sponsorship Commitments

JC supports community organizations and fundraisers with sponsorship funds and in-kind donations. Annual sponsorship is \$15,000. Organizations include:

- Salvation Army
- Hospice of Jackson
- Civil War Muster
- Local schools
- Cascades Humane Society,
- Jackson Animal Shelter
- Junior Achievement
- Jackson Chamber of Commerce (MLK Diversity Breakfast, Annual Meeting, Women's History Event, and Off The Clock)
- Hot Air Jubilee
- Jackson School of the Arts
- YMCA
- Girl Scouts
- Family Services and Children's Aid
- John George Home
- Region 2 Area Agency on Aging
- Big Brothers Big Sisters
- Dahlem Conservancy
- Lions Club
- disability Connections
- NAACP
- Jackson Community Foundation
- Michigan College Access Center
- Summit to Reduce Violence
- Irish Hills Chamber
- Special Olympics
- Lifeways

Media Promotions

- Jackson Blazer (2 half page ads per month)
- Jackson Magazine (5 ads in Jackson Magazine and 1 ad Jackson Living)
- 5 Billboards in Jackson County
- Top of mind campaign on McKibbin Radio
- Network TV (6 and 10) Cable and Streaming TV
- JTV/Bart Hawley Show (includes our monthly segment along with additional appearances to promote programs and events)
- Press Releases: Marketing sends out on average 75 news releases each year to these media:
 - JTV
 - Mlive.com – Jackson Citizen Patriot
 - Blazer News
 - Jackson Newstalk Radio/K105.3
 - Brooklyn Exponent
 - Springport Signal
 - The Salesman (Concord & Homer-area shopper)
 - Daily Telegram, Adrian
 - Hillsdale Daily News
 - Tecumseh Herald
 - Blissfield Advance
 - WLEN Radio Lenawee
 - WCSR Radio Hillsdale
 - TV 6 WLNS
 - TV 10 WILX
 - TV 47 WSYM

- Michigan Community College Association and American Association of Community Colleges (Community

College Daily) – larger issues, as appropriate

Corporate and Continuing Education

- Partner with local community partners on the Jackson County Manufacturing Trade Show to support our manufactures in hiring, promotion, and spotlighting innovative happenings in their industry.
 - Partners include:
 - JAMA
 - Accelerate
 - Michigan Works! Southeast
 - Lean Rocket Lab
 - Michigan Manufacturing Technology Center (MMTC)
- Partnership between Interfaith Shelter and Walker Miller to complete field training requirements and provide free energy assessment for the Interfaith Shelter.
- Partner with local businesses & subject experts to provide top notch workshop opportunities:
 - Jackson School of Arts
 - Paint Parties To Go
 - Local artists
 - Epic Blue Media
- Manufacturing Talent Coalition
 - Manufacturing Talent Marketing Subcommittee
- Lenawee Align Center Partnership meetings
- NECA & META annual conferences and meetings

Employee Community Clubs and Organizations

- Jackson Chamber of Commerce
- Experience Jackson
- Jackson Host Lions Club
- Higher Education Research and Development Institute (HERDI)
- Michigan Non-Profit Presenters Network
- Workforce Development board for Michigan Works! Southeast
- Community Health Alliance Coalition
- YMCA
- Clark Lake Spirit Foundation
- Clark Lake Raft-O-Rama
- Clark Lake Kid's Triathlon
- Immanuel Lutheran Church Food Pantry
- First Baptist Church Sunday School
- Café Connection

Jackson College Board of Trustees Meeting - Items for Decision

JC Advisory Committee Industry	Organizations Represented on Committee
Accounting	Albion College Gerstacker Business Institute Anesthesia Bus Con Consumers Energy GPGR CPAs Hillsdale Hospital Jackson Hewitt Tax Jerry Potts CPA JX firm intern Lally Group, PC CPAs LCC LISD Northwest High School Rehman Robson CPAs retired retired F. P Miller Inc. self employed tax professional State of MI Auditor Bureau Trinity Holding accounting clerk WSR CPAs Ann Arbor
Advanced Manufacturing	Advance Turning Alro Steel Brembo Commonwealth Associates Consumers Energy Danfoss Harvest Energy Hillsdale - ISD Hornet Manufacturing Inc. Jackson Area Career Center Jackson College/Consumers Energy JAMA Leidos LISD Livonia Tool and Laser Michigan Works! SouthEast Northwest High School Planewave TAC Manufacturing Technique, Inc.
Agriculture Technology	Agri-King Anderson's Nutrient Division Arable Solutions Cherry Creek Winery FFA Teacher, Springport Community Schools Former JC Ag. Program Student/Local Agricultural Producer (Wier Farms – Manchester, MI) Michigan State Representative Natural Resources Conversation Service Pioneer Seed Sales and Belly Acres Farm Regional Representative, Farm Bureau of Michigan Welden Farms WLEB-MAEAP Technician
Business Administration/Digital Marketing	American 1 Federal Credit Union Clarity Quest Marketing

Jackson College Board of Trustees Meeting - Items for Decision

	Commonwealth Associates
	Jackson Area Transportation
	Lifeways
	Michigan State Police
	Michigan State University
	Michigan Works! Southeast
	R.W. Mercer
	Social Sound
	TLC Community Credit Union
Cardiac Sonography	Beacon Health System
	Bellin Hospital
	Bronson Battle Creek Hospital
	Bronson Methodist Hospital
	County National Bank
	Henry Ford Detroit
	Henry Ford Jackson Hospital
	Hillsdale Cardiology
	Holmes Regional Medical Center
	ImaCor Inc., Jackson College
	Michigan Medicine
	Michigan Public Health Institute, Jackson College
	Oaklawn Hospital
	ProMedica
	ProMedica Health Systems
	Sparrow Hospital
	Trinity Health Chelsea Hospital
	University of Michigan Health Sparrow Hospital
Cloud, Networking, Security and Administration	America One
	American Office Solutions
	Consumers Energy
	Cyber Defense Training Systems
	Dell SecureWorks
	DTMB FS SouthCentral
	Jama
	JCISD
	JCISD/JACC
	Kapnick Insurance Group
	Michigan Works! SouthEast
	NovaCoast
	PC Solutions of Michigan, LLC
	State of Michigan
	TEKSystems
	University of Michigan
	Wacker Chemical Corporation
Computer Information Technology / Graphic Design	EGT Printing Solutions RRD Detroit
	Ferris State University
	Goldfish Swim School
	Graphic Media Alliance
	Hudson Schools
	IBM
	Jackson Area Career Center
	Jackson Printing Company
	Lawson Printers
	LISD TECH Center

Jackson College Board of Trustees Meeting - Items for Decision

	Michigan Dental Association
	Onsted High School
Corrections and Law Enforcement	Adrian Police Department Blackman Township Charles E. Egeler Reception & Guidance Center Cooper Street Correctional Facility (JCS) and Special Alternative Incarceration G. Robert Cotton Correctional Facility Gus Harrison & Parr Highway Correctional Facilities Hillsdale County Sheriff Hillsdale Police Department Jackson Area Career Center Jackson City Police Department Jackson County Sheriff's Dept. Lenawee County Sheriff's Department Michigan Dept. of State Police Michigan State Police Napoleon Police Department Parnall Correctional Facility Prosecuting Attorney Region III – Administration Regional Business Office
Dental Hygiene	Center for Family Health Jackson Area Career Center LISD Retired – JCISD Smiles on Wheels
Emergency Medical Services	Henry Ford Allegiance HVA Reading Emergency Unit Somerset Fire Department Woodbridge Township Fire Department
Energy Systems	Advance Turning Alro Steel Brembo Commonwealth Associates Consumers Energy Danfoss Harvest Energy Hillsdale - ISD Hornet Manufacturing Inc. Jackson Area Career Center Jackson College/Consumers Energy JAMA Leidos LISD Livonia Tool and Laser Michigan Works! SouthEast Northwest High School Planewave TAC Manufacturing Technique, Inc.
Entrepreneurship	Autotec Solutions

Jackson College Board of Trustees Meeting - Items for Decision

	Baker College of Jackson
	Hearts in Service
	LISD
	Moretz Technologies, LLC
General Sonography	Allegiance Health
	Borgess Hospital
	Cameron Hospital
	Elkhart General Hospital
	Henry Ford Allegiance Health
	Henry Ford Brownstown
	Henry Ford- Jackson
	Hillsdale Hospital
	Jackson College / Allied Health
	Oaklawn Hospital
	Public Member
	Sparrow Health Systems
	St. Joseph Mercy Hospital
Med Asst / Med Insurance Coder/Biller	Center for Family Health
	Henry Ford
	Hillsdale Hospital
	IHA / St. Joe's
	JC Health Clinic NP
	Jonesville Family Medicine
	Michigan Medicine
	Promedica
	Springcrest Family Physicians
Nursing	Arbor Manor of Spring Arbor
	Chelsea Retirement Community
	Community Action Agency
	Eastern Michigan University
	Elara (Great Lakes Caring)
	Ferris State University
	GVSU
	Henry Ford Jackson Hospital
	Hickman Hospital
	Hillsdale County Medical Care Facility
	Hillsdale Hospital
	Hospice of Lenawee
	Jackson Area Career Center
	Jackson Interfaith Shelter
	JCISD
	JCISD/JC Alumni
	JCMCF
	Lenawee County Medical Care
	Mission Point of Jackson
	Oaklawn Hospital
	St. Joseph Mercy Health - Chelsea
	Thome P.A.C.E
	U of M Flint
Public Administration	City of Jackson
	Jackson College
	LifeWays
	Medrian Township

Jackson College Board of Trustees Meeting - Items for Decision

YMCA	
Radiography	Bronson Battle Creek Hospital Bronson Methodist Hospital Cameron Hospital Henry Ford Allegiance Health Hickman Hospital Hillsdale Hospital Michigan Medicine Parkview LaGrange Hospital Trinity Health U of M Sparrow Hospital
Respiratory Therapy	Henry Ford - Jackson HF-Jackson Pulmonary Rehabilitation Hillsdale Jackson College McLaren-Lansing Michigan Medicine Michigan Medicine - Mott Children's Oaklawn Hospital Promedica-Hickman Pulmonary Clinics of Southern Michigan State of Michigan Trinity - Ann Arbor Trinity - Chelsea UMHS Sparrow Lansing
Software Engineer	Ad Hoc Alro Steel Jackson Area Career Center Jackson College LISD Tech Center Merit Network Inc. OpenLMS Orbitform Retired, Siena Heights University Tecumseh High School
Sports Management	Jackson County Parks & Recreation Michigan Department of Natural Resources Prudential Financial
Surgical Technology	Henry Ford Jackson Hickman Hospital Sparrow Hospital
Vascular Sonography	American Vein and Vascular Institute Current Student Voice Henry Ford Henry Ford Workforce base Coordinator McLaren Greater Lansing Medical Advisor Michigan Vascular Center Michigan Medicine Past student Voice Physician Advisor

RVT, Program Faculty

Trinty Health

U of M Health Sparrow

VA Hospital AnnArbor



Campus Energy Efficiency Initiatives

Our institution has implemented a comprehensive, data-informed strategy to enhance energy performance, reduce utility costs, and support sustainability goals across campus operations. Key initiatives include:

1. Campus-Wide LED Lighting Conversion

We have invested in a multi-year effort to transition all campus lighting—both interior and exterior—to high-efficiency LED technology. This initiative has significantly lowered electrical demand and reduced ongoing maintenance costs. Notable completed projects include:

- GH – All lighting upgraded to LED (~2017)
- MH – All night lights and emergency lighting upgraded to LED (~2024)
- CV – All general area lighting upgraded to LED (~2023)
- Lot J – All lighting upgraded to LED (~2018); 90% of campus exterior lighting is now LED
- EIC – Interior lighting upgraded to LED (~2020); exterior lighting upgraded (~2023)
- Day Theater – General purpose lighting upgraded to LED (~2021)
- Baughman Theater – Complete LED lighting upgrade (~2024)
- Music Hall – Walkway, work lights, seat lighting, and loading area LED upgrades (~2018–2020)
- WA – Main library area lighting upgrade to LED (~2017); bookstack area LED upgrade (~2025)
- GP – Office and hallway lighting LED upgrade (80%) (~2016–2025); 2nd floor complete LED upgrade (~2018)
- Bookstore – LED upgrade (~2019)
- FH Gym – LED upgrade (~2020)
- Hillsdale – Exterior LED upgrade (~2019); interior LED upgrade (~2023)

2. Upcoming Projects:

- HLC Lobby – Lighting to be upgraded to LED (~2025)
- MH – Bedroom fixture LED upgrade (~2025)
- WA – Main hallway LED upgrade (~2025)

3. Occupancy-Based Lighting Controls

All campus lighting systems are equipped with timers and motion sensors to ensure lights are only active when needed. These controls help eliminate unnecessary energy consumption while maintaining safety and functionality in occupied spaces.

4. Centralized Building Automation System (BAS)

HVAC systems across all academic, administrative, and residential buildings are controlled through a centralized BAS, allowing for optimized scheduling, real-time monitoring, and automated adjustments based on occupancy patterns, weather conditions, and system performance.

5. Remote HVAC Management in Residence Halls and Campus Buildings

All residence halls and campus buildings are integrated into the BAS, giving facilities staff the ability to remotely monitor and adjust heating and cooling systems. This enhances operational efficiency, improves occupant comfort, and reduces energy waste.

6. High-Efficiency Design and Construction Standards

New construction projects and major renovations incorporate LEED standards and energy-efficient design principles to ensure long-term operational performance and sustainability.



Campus Energy Efficiency Initiatives

7. Strategic Energy Consulting and Optimization

We have worked with Tenergy to review our energy utilization patterns and identify opportunities to reduce consumption and operating costs. These insights have informed several of our infrastructure and operational improvements.

8. Electric Vehicle Charging Infrastructure Upgrades

The college has upgraded its EV charging stations to more efficient units that are available at no cost to students and staff. This supports the use of low-emission transportation and reflects our broader commitment to sustainable mobility.

9. Natural Gas Commodity Purchasing

We procure natural gas on the commodity markets, allowing us to secure pricing that is more favorable than traditional commercial purchasing. This strategy has yielded significant cost savings and enhanced budget predictability.

10. Rebate and Incentive Program Participation

In collaboration with our Consumers Energy business representative, we actively pursue utility rebates and energy efficiency incentives. These programs have helped offset project costs and accelerate the implementation of high-impact upgrades.

11. Boiler Optimization and Testing

We regularly perform CSD-1 testing and combustion analysis tune-ups on campus boilers to ensure they are operating efficiently and within regulatory compliance. These efforts support both safety and energy conservation.

Jackson College Board of Trustees Meeting - Items for Decision

Student Type	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026 Projections
Jackson	\$ 117.00	\$ 125.00	\$ 130.00	\$ 145.00	\$ 152.00	\$ 160.25	\$ 163.48	\$ 166.00	\$ 170.00	\$ 180.00	\$ 193.00	\$ 201.00
Out of County	\$ 181.00	\$ 172.00	\$ 195.00	\$ 217.00	\$ 225.00	\$ 240.58	\$ 245.19	\$ 250.00	\$ 259.00	\$ 269.00	\$ 283.00	\$ 294.00
International	\$ 234.00	\$ 225.00	\$ 235.00	\$ 260.00	\$ 305.00	\$ 305.00	\$ 305.00	\$ 307.00	\$ 284.00	\$ 277.00	\$ 285.00	\$ 300.00
Out of State	\$ 234.00	\$ 250.00	\$ 230.00	\$ 260.00	\$ 305.00	\$ 305.00	\$ 336.91	\$ 307.00	\$ 264.00	\$ 277.00	\$ 288.00	\$ 300.00
Senior Citizens	\$ 42.00	\$ 31.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00	\$ 33.00
Dual Jackson	\$ 125.00	\$ 135.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 130.00	\$ 138.00
Dual Out-County	\$ 172.00	\$ 165.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 185.00	\$ 193.00	\$ 201.00
Prayer	\$ 153.45	\$ 125.00										
CEP In/Out County Subscripton 1-5 Credits				\$ 740.00	\$ 762.00	\$ 775.00	\$ 790.00	\$ 812.00	\$ 820.00	\$ 825.00		
CEP In/Out County Subscripton 6-8 Credits				\$ 1,480.00	\$ 1,524.00	\$ 1,547.00	\$ 1,567.00	\$ 1,624.00	\$ 1,724.00	\$ 1,840.00		
CEP In/Out County Subscripton 9-11 Credits				\$ 2,220.00	\$ 2,295.00	\$ 2,333.00	\$ 2,385.00	\$ 2,438.00	\$ 2,498.00	\$ 2,714.00		
CEP In/Out County Subscripton 12 Credits				\$ 3,048.00	\$ 3,048.00	\$ 3,098.00	\$ 3,173.00	\$ 3,248.00	\$ 3,448.00	\$ 3,698.00		
CEP Out-County Interest on Fall										\$ 600	\$ 300.00	
Interest				\$ 152.00	\$ 160.25	\$ 163.48	\$ 166.00	\$ 170.00	\$ 180.00	\$ 193.00	\$ 201.00	
Jackson Honor						\$ 163.48	\$ 166.00					
Jackson Honor- Out of county						\$ 245.19	\$ 245.00					
Jackson Honor- Out of state/International						\$ 336.91	\$ 307.00					



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

6.0 Items for Decision

6.3 Board Planning

6.3.1 JC Honors Ceremony - Presenter Consideration

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

Description:

Trustee Heins will not be present at the JC Honors Ceremony, during which he was expected to present a Distinguished Service Award to John Crist. I ask that the Board consider who might present the award to John Crist at this event instead (not at Commencement, as Trustee Heins will be present for that, but at the JC Honors Ceremony).

Resource Impact:

None

Requested Board Action:

Consideration of the presenter of a Distinguished Service Award to John Crist at the JC Honors Ceremony.

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring CEO Performance

8.1 EL-12 Land Use – Evidence Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Description:

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-12 Land Use.

You will note that my report indicates Full Compliance according to previously established and approved interpretations.

Thank you for your consideration of this monitoring report. I will respond to any questions you have about the report.

Resource Impact:

None

Requested Board Action:

Board assessment of the report for Policy EL-12 Land Use evidence of full compliance with a reasonable interpretation of the policy.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.



Jackson College Board of Trustees

Monitoring Report: EL-12 Land Use

[FULL COMPLIANCE]

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 Policy EL-11: "Mission-Support & Entrepreneurial Activity". I certify that the information contained 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.

04.21.25

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

Date

POLICY STATEMENT:

The CEO 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.

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:

I have interpreted that 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 available for use by the College for planning and construction purposes.

- b) There is a site development plan documenting all existing and contemplated future sites of performance and educational spaces, fields, storage, parking lots, sidewalks, buildings, green spaces, and roadways.

This interpretation is reasonable because an infrastructure plan is widely recognized in the industry as providing decision-making data necessary for any future development. Further, the infrastructure map of existing utilities, as well as the site development plan, are consistent with architectural, engineering and construction codes, and all legal requirements necessary for any future development to proceed.

EVIDENCE:

- a) On 03.10.25, the Chief Facilities & Logistics Officer confirmed that an infrastructure map exists in AutoCAD and that a deferred maintenance plan is in place and updated as additions and modifications are made. The deferred maintenance plan is an evolving document that is updated annually based on useful life cycles and other facility usage milestones and regulations. Additionally, a third-party contractor, (i.e., Parsons Group, of Grand Rapids, Michigan) has provided a scope of work and completed an in-depth deferred maintenance assessment in January 2024. A full-time employee has been reassigned to coordinate Deferred, Corrective and Preventative maintenance.
- b) On 03.10.25 the Chief Facilities & Logistics Officer confirmed that the current master plan projects will be updated following the completion of the Potter Center 2nd floor office modernization, roof modernization on GP, STEAM, FH, Medical Simulation Center, and Applied Technology Center, approximately by January 2026.

Based upon this evidence, I am reporting 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:

I have interpreted that compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that proposed building designs are consistent with, and complementary to, historical and existing campus design philosophy, facility design, and operational elements; and
- b) Only the College CEO approves all joint ventures and partnerships, in part, according to other Board Executive Limitation Policies.

This interpretation is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained and ultimately reviewed by the Board's CEO.

EVIDENCE:

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

I have interpreted that compliance will be demonstrated when:

- a) All future development projects have met construction regulations set by all required local, state, federal environmental entities;
- b) A third-party natural landscaping expert confirms that all College planned projects include natural landscape elements complementary to the campus and geographic region of the country; and
- c) Project designs provide for review and consideration of energy efficient, low-cost operation and considers the use of 'green building design' Leadership in Environmental Design (LEED) certification standards.

This interpretation is reasonable because it considers industry standards, as well as addresses regulations set forth by local, state, and federal bodies. Further, LEED standards were developed by the external Green Building Council, as a globally accepted, building rating system, for every type of building, guiding construction methods that provide for healthy, efficient, and cost-saving buildings, both in terms of construction methods, as well as in building operations.

EVIDENCE:

- a) The Chief Facilities & Logistics Officer confirmed on 03.10.25 that the College meets with Summit Fire Department, building department and DPW (Department of Public Works); County Drain Commissioner and JCDOT (Jackson County Department of Transportation); 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 as needed and required. These partnerships have been strengthened during the past two years.
- b) The Chief Facilities and Logistics Officer confirmed on 03.10.25 that Architects and Engineers were hired for site planning for the following projects during the monitoring period:
 - Potter Center 2nd Floor Office Modernization;
 - Potter Center emergency backup generator;
 - Campuswide emergency backup power ;

- Medical Simulation Center
 - Applied Technology Center
- c) The Chief Facilities & Logistics Officer confirmed on 03.10.25 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, ASHRAE updates
 - Lighting Updates CV, HLC, and Campus Services.

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, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College's learning and co-curricular environment.**
- **Positioning the College as an innovative leader in new programs targeted at future market opportunities.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

This interpretation is reasonable because the Board has identified the aforementioned specific criteria to be met and requires the CEO to provide explicit demonstration of compliance, through monitoring, with said criteria.

EVIDENCE:

Project	Applicable Criteria
GP Office Modernization	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
Medical Simulation Center	Provision of enhanced learning and ancillary space consistent with ENDS achievement.

Applied Technology Center	An opportunity to differentiate the College's learning environment ancillary space consistent with ENDS achievement.
Roof repairs and replacement, GP, STEAM, FH	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
Emergency Power Back up	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
Extension of Jet's Trail to ISD	An opportunity to differentiate the College's learning environment ancillary space consistent with ENDS achievement.
Campus Switch Gear security upgrades	Provision of enhanced learning and ancillary space consistent with ENDS achievement.
Manufacturing Classroom retrofit	Provision of enhanced learning and ancillary space consistent with ENDS achievement.

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



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

TO: Jackson College Board of Trustees

FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring CEO Performance

8.2 CEO Monitoring Compliance Schedule & Summary

BOARD POLICY: BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance

Description:

Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.

Currently, all monitoring reports are in full compliance with Board Policy. On occasion, when 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).

Requested Board Action:

Discussion surrounding the CEO's compliance review.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.



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
EN – 01 (#1-3) Board's ENDS	8.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



President/CEO Monitoring Report Compliance

Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.24
EL – 01 Treatment of Learners	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 02 Treatment of Staff	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24
EL – 04 Financial Conditions & Activities	11.04.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.24
EL – 05 Asset Protection	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 07 Compensation and Benefits	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 08 Communication & Support to the Board	11.4.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.23



President/CEO Monitoring Report Compliance

Jackson College

EL – 09 Organization Culture	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 10 Access to Education	2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 11 Mission- Support & Entrepreneurial Activity	3.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 3.17.25
EL – 12 Land Use	4.21.25	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24
EL – 13 Use of Artificial Intelligences & Machine Learning							



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

TO: Jackson College Board of Trustees

FROM: Dr. Daniel J. Phelan, President

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.1 Board Survey Reviews

9.1.1 GP-00 Governance Commitment

9.1.2 GP-01 Governing Style

9.1.3 BCD-06 CEO Compensation

BOARD POLICY: GOVERNANCE PROCESS: Above listed policies

Description:

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed. (These surveys were offered for consideration at the 03.17.25 Board meeting; time ran out at that meeting for the review.)

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

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:

A record of action(s) taken will be indicated in the minutes for this meeting.



Jackson College Board of Trustees

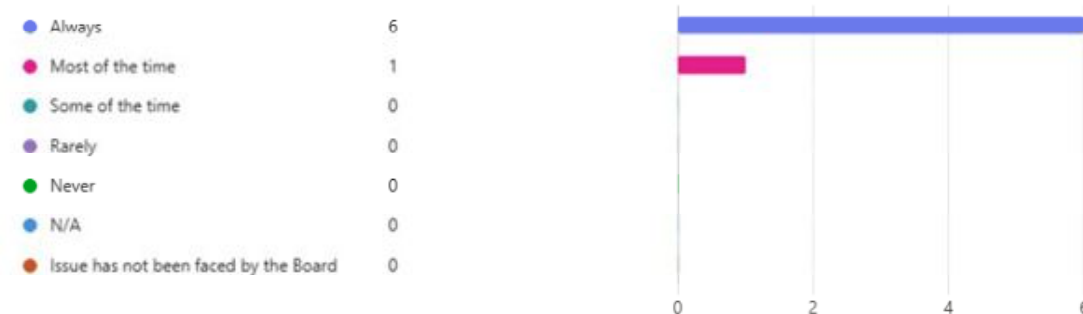
BOARD SELF-MONITORING SURVEY RESULTS: GP-00 Global Governance Commitment DATE: 03.13.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

The purpose of the Jackson College Board of Trustees, functioning on behalf of the citizens of Jackson County, is to ensure that Jackson College achieves appropriate results for the appropriate people, and at an appropriate cost, as specified in the Boards Ends policies, and avoids unacceptable actions and situations, as specified in the Board's Executive Limitations policies.

Have we acted consistently with this item of policy?



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

- "I love this statement. "The purpose of the Jackson College Board of Trustees, functioning on behalf of the citizens of Jackson County". There are a few of trustees that have chosen not to include their contact information on the website. Most of you know, my opinion on the matter. I urge you all to reconsider."*

4. Other Board Comments:

- N/A



Jackson College Board of Trustees

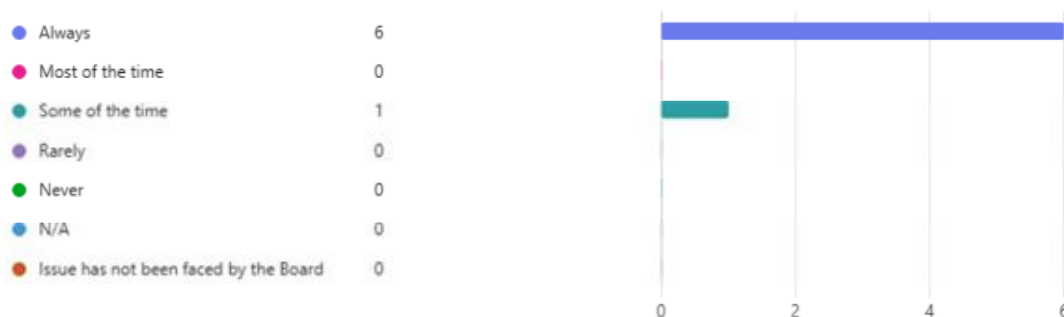
BOARD SELF-MONITORING SURVEY RESULTS: GP-01 Governing Style DATE: 03.13.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

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

Have we acted consistently with this item of policy?

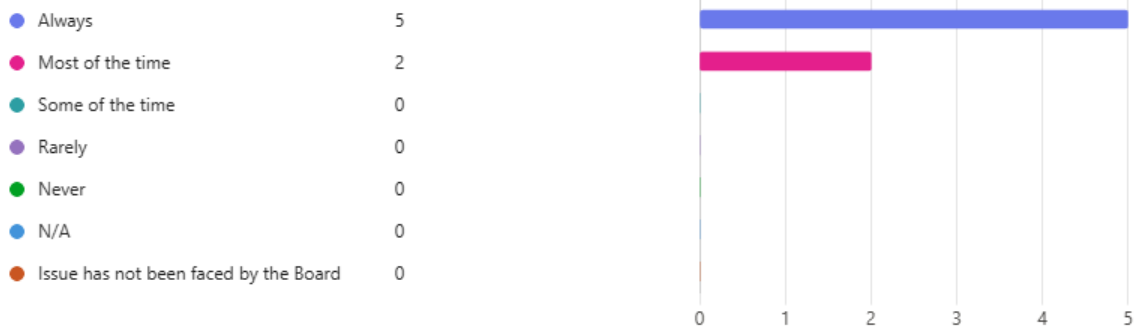


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: The Board will cultivate a sense of group responsibility. The Board, not the CEO, will be responsible for excellence in governing. The Board will initiate policy, not merely react to CEO initiatives. The Board will use the expertise of individual Trustees, Board committees and the CEO to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.*

Have we acted consistently with this item of policy?

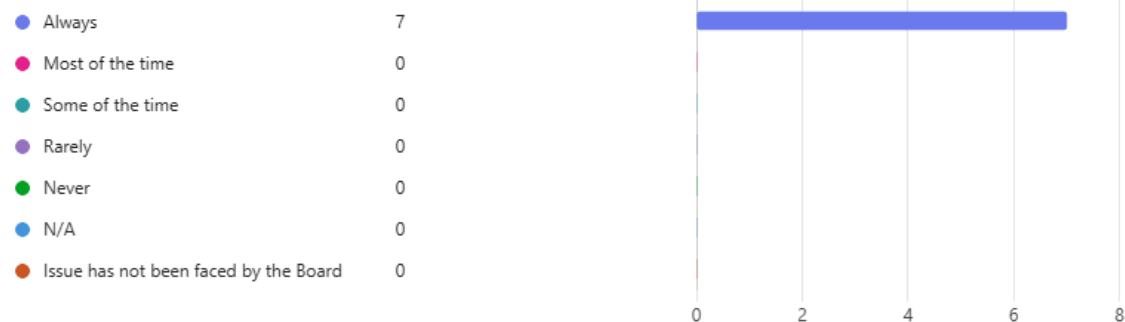


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. ***2.0: The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owner's values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.***

Have we acted consistently with this item of policy?



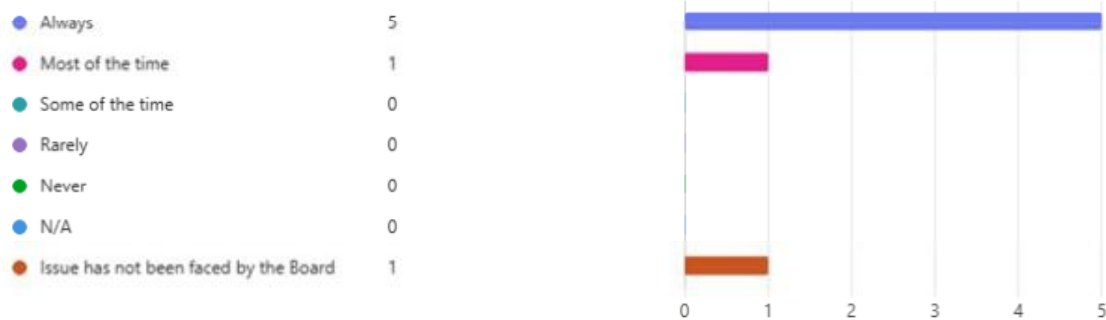
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. ***3.0: The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capacity. Although the Board can change its governance process***

policies at any time, it will scrupulously observe those policies currently in force.

Have we acted consistently with this item of policy?

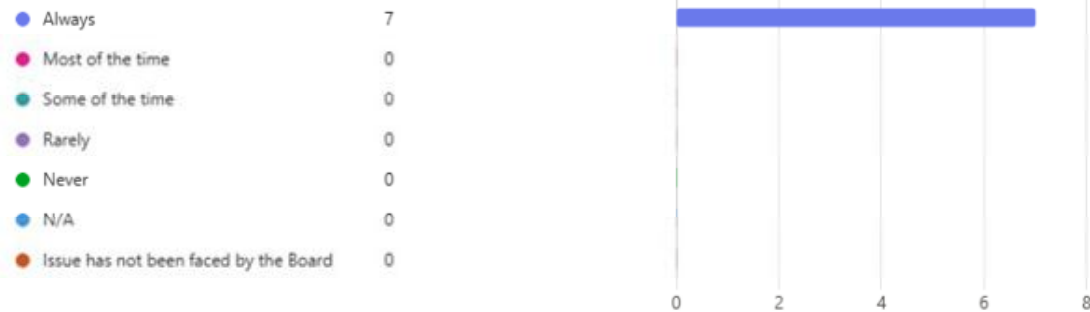


9. Provide specific representative examples to support your above response when applicable.

- N/A

10. ***4.0: The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.***

Have we acted consistently with this item of policy?

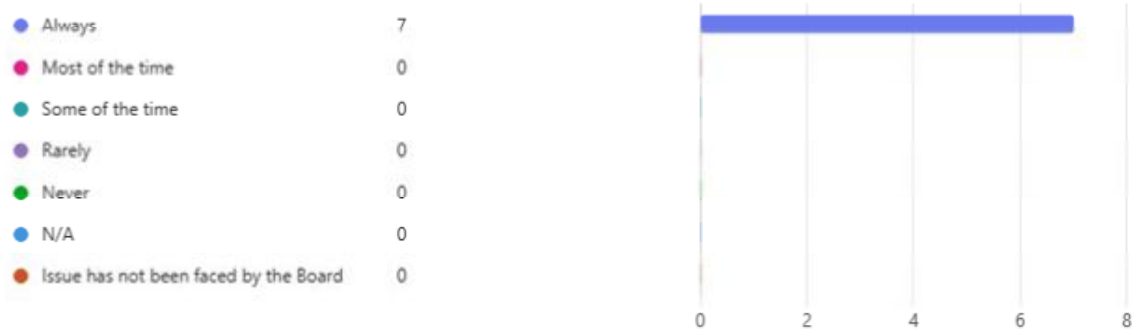


11. Provide specific representative examples to support your above response when applicable.

- N/A

12. ***5.0: Board members will openly share their views and listen to and consider the input of others.***

Have we acted consistently with this item of policy?

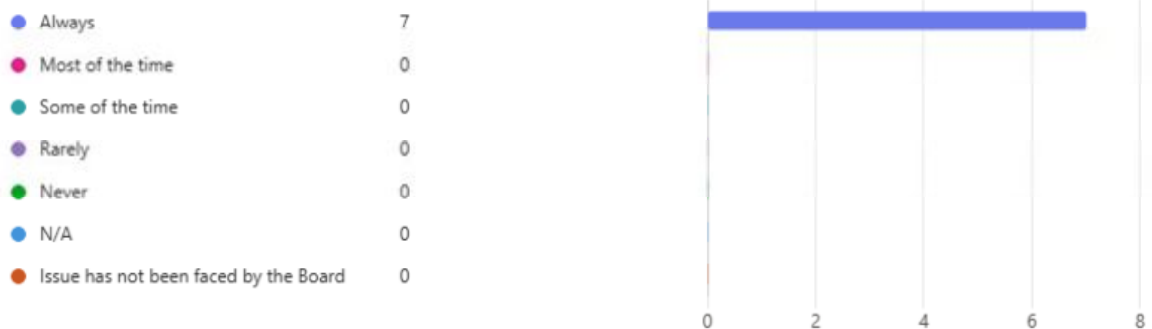


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **6.0: Board members will support each other and the CEO in order to be successful in their work.**

Have we acted consistently with this item of policy?



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

- N/A

16. Other Board Comments:

- N/A



Jackson College Board of Trustees

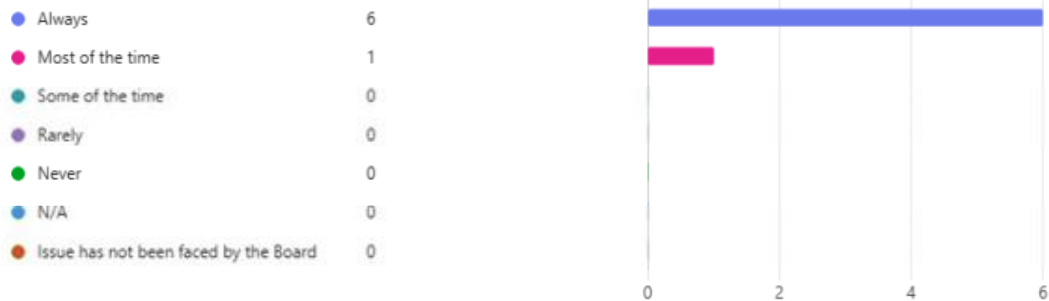
BOARD SELF-MONITORING SURVEY RESULTS: BCD-06 CEO Compensation DATE: 03.13.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

The CEO's compensation will be decided by the Board, acting as a body politic and based on organizational performance and executive market conditions.

Have we acted consistently with this item of policy

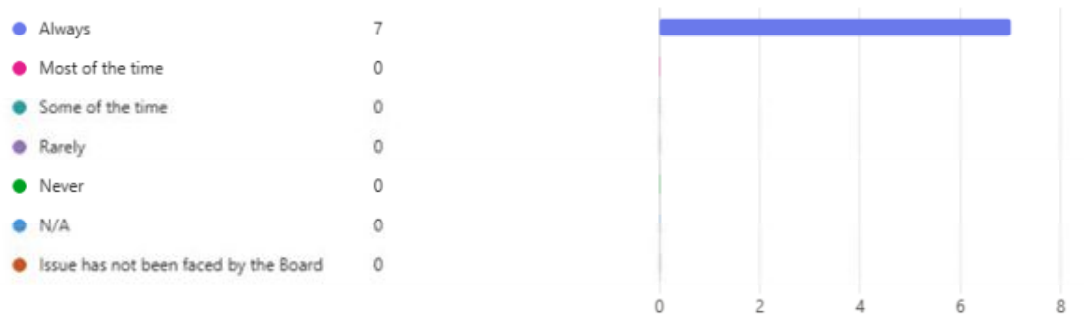


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: Organizational performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.*

Have we acted consistently with this item of policy?

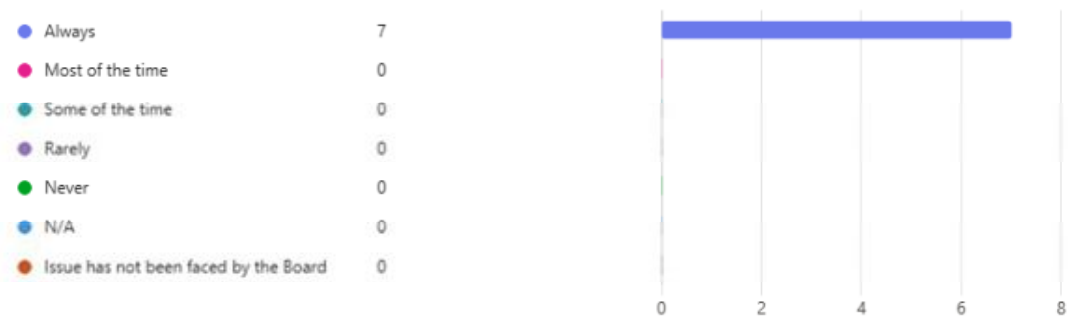


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **2.0: Compensation will cover the entire range of salary, benefits, and all other forms of compensation.**

Have we acted consistently with this item of policy?

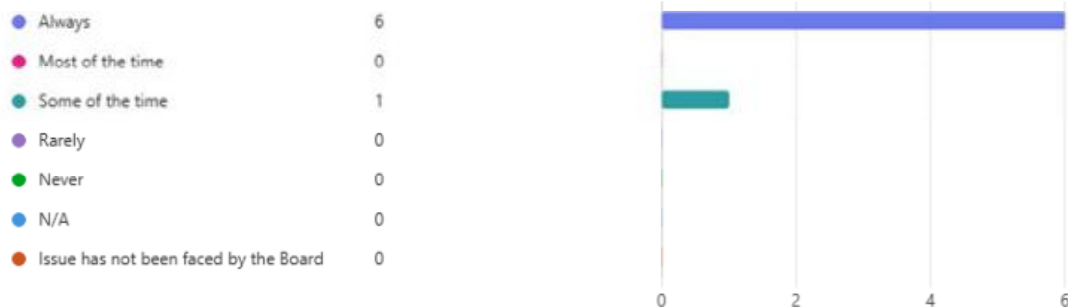


7. Provide specific representative examples to support your above response when q

- N/A

8. **3.0: Compensation is to be competitive with similar performance within the marketplace while placing a substantial portion of the CEO's compensation at risk by tying it to ENDS achievement and compliance with Executive Limitations policies. The executive marketplace to be considered is organizations of comparable size, challenges, and complexities and is referential to League for Innovation institution CEOs.**

Have we acted consistently with this item of policy?

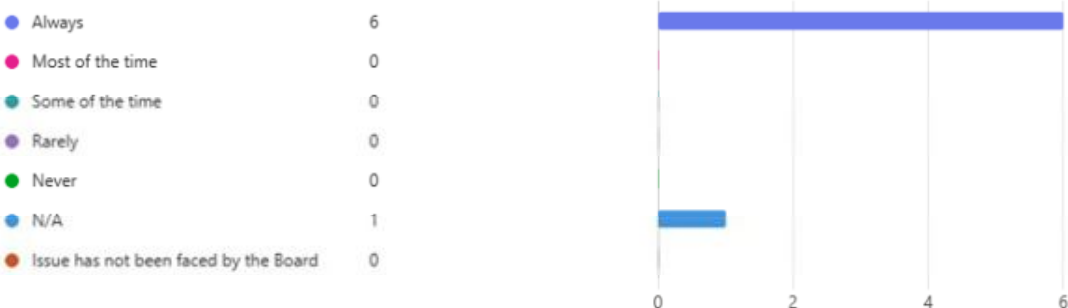


9. Provide specific representative examples to support your above response when applicable.

- *“We have an Evergreen method for compensation that we use.”*

10. **3.1: If the CEO substantially achieves ENDS and complies with Executive Limitations his/her annual base salary will be set at market value. Market Value will be determined utilizing research from an outside third party.**

Have we acted consistently with this item of policy?

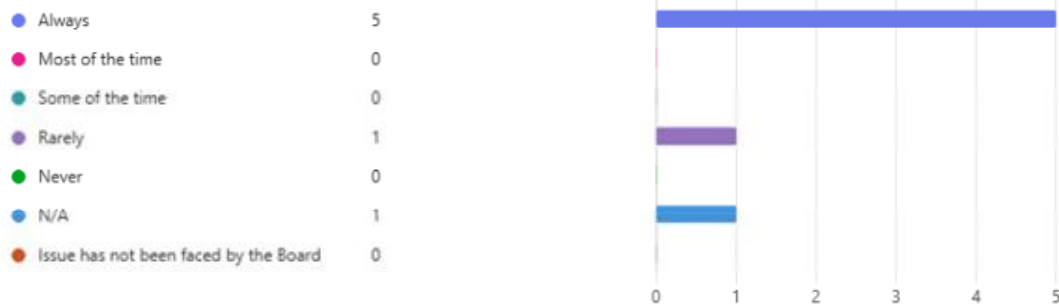


11. Provide specific representative examples to support your above response when applicable.

- *N/A*

12. **3.2: The Board may award a bonus to the CEO based on a set of ENDS-related criteria agreed upon with the CEO.**

Have we acted consistently with this item of policy?

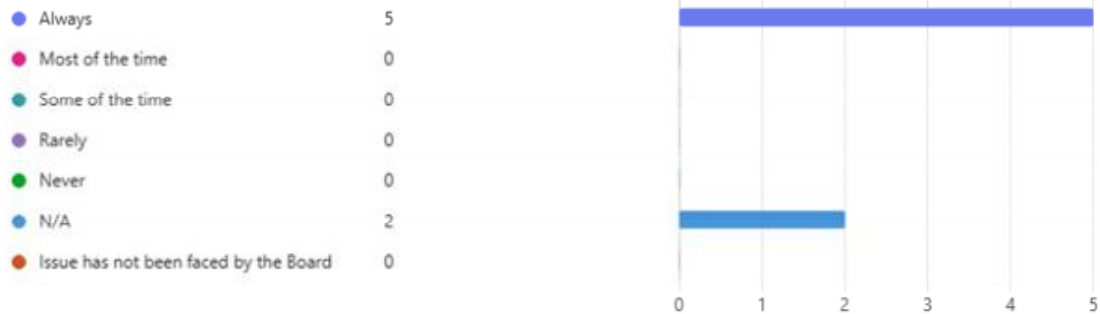


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **4.0: A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.**

Have we acted consistently with this item of policy?



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

- N/A

16. Other Board Comments:

- N/A


BOARD OF TRUSTEES MEETING
Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:
ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.2 Consideration of New Board Performance Monitoring Methodology

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governance Style

Description:

In response to Trustee Hoffman's request at the 02.17.25 Board meeting to reconsider the way the Board monitors their own compliance with Governance Process and Board CEO Delegation policies, I am proposing the enclosed Policy Governance Self-Assessment tool for the Board's consideration.

This assessment includes questions aligned with the principles of Policy Governance. The Board may wish to edit or add to these questions.

Trustees would complete this assessment individually at the conclusion of each meeting. The Board Chair would review responses each month to identify patterns and areas for continuous improvement. The summary of responses would then be posted in the Board Pack the following month.

This would replace the current Board performance monitoring method of conducting monthly individual Governance Process and Board CEO Delegation policy surveys.

Thank you for your consideration of this new methodology.

Resource Impact:

None

Requested Board Action:

Consider, amend, and/or adopt a new Board performance monitoring methodology.

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.



Policy Governance Self-Assessment - DRAFT

Board of Trustees

Jackson College

This assessment includes questions aligned with the principles of Policy Governance. Trustees are to complete this five-point assessment individually at the conclusion of each meeting. The Board Chair will review responses each month to identify patterns and ensure continuous improvement. The summary is posted the following month.

1. Did our discussions and decisions at tonight's Board Meeting remain at the governance level and avoid operational interference?

☐ Yes ☐ No ☐ Somewhat

Comments:

2. Did the Jackson College Board Agenda and subsequent discussions reflect our commitment to governing through policy and staying within our policy framework?

☐ Yes ☐ No ☐ Somewhat

Comments:

3. Did we hold ourselves accountable to the principles of Policy Governance, including monitoring our CEO through policy rather than management directives?

☐ Yes ☐ No ☐ Somewhat

Comments:

4. Did our engagement this evening reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?

☐ Yes ☐ No ☐ Somewhat

Comments:

5. How effective was tonight's meeting in ensuring board discipline, strategic focus, and alignment with our governance role?

☐ Very Effective ☐ Somewhat Effective ☐ Needs Improvement

Comments:



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

10.0 Information Requested by the Board

10.1 Federal Awards Audit

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-05 Asset Protection

Description:

CFO John Globoker and CSSO Dr. Alytrice Brown will present a Federal Awards Audit for the Board's consideration.

Requested Board Action:

Receive the Federal Awards Audit and ask any questions of John Globoker and Dr. Alytrice Brown.

Action Taken:



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Corrective Action Plan

Pursuant to federal regulations, Uniform Administrative Requirements Section 200.511, the following is the finding as noted in the Jackson College Single Audit report for the year ended June 30, 2024, and corrective action to be completed.

2024-001 – Preparation of Schedule of Expenditures of Federal Awards (SEFA)

Auditor Description of Condition and Effect. The SEFA provided by management during fieldwork improperly included various grants. This resulted in several revisions to the SEFA during the audit process.

Auditor Recommendation. We recommend that the College evaluate its processes to ensure that the SEFA is prepared in accordance with the Uniform Guidance and reconciled to its accounting records.

Corrective Action. Management will revise the SEFA preparation process to ensure all relevant grants and identifying numbers are accurately included and excluded, in line with applicable regulations and guidance. Management will establish a formal review process to verify the accuracy of the SEFA before submission to auditors.

Funding for Michigan Reconnect received from the State of Michigan comes to Jackson College as an ACH. There is no delineation between what portion of the awards are state funded or federally funded so the funds are recorded to a single general ledger account (30-1652350-1-1403). Financial Aid awards the Michigan Reconnect funding to students through different award codes. These codes are set up to separate the state (MREC3, MREC4, MREC5) and federal (EREC3, EREC4, EREC5) portions of this funding.

To ensure that Jackson College reports the correct portion of state and federal revenue from the Michigan Reconnect program, management will prepare a reconciliation of the awards based on the codes listed above. A journal entry will then be recorded to match the revenue that needs reported as federally funded. This will then be appropriately reflected on the financial statements.

Responsible Person. John Globoker, Chief Financial Officer

Anticipated Completion Date. June 30, 2025

BOARD OF TRUSTEES

Sheila A. Patterson, Chairperson • Donna L. Lake, Vice-Chairperson • Matthew R. Heins, Trustee • Philip E. Hoffman, Trustee
Danielle E. Mackey, Trustee • Christopher A. Simpson, Trustee • Teshna Thomas, Trustee • Dr. Daniel J. Phelan, President & CEO



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2024-002 – Untimely Reporting of Student Disbursements

Auditor Description of Condition and Effect. One student out of forty tested received disbursements that were not reported to the federal government within the required timeframe. As a result of this condition, the College did not fully comply with the requirements to report disbursements within 15 days of disbursing funds.

Auditor Recommendation. We recommend that the College implement policies and procedures, including designating an individual to oversee this reporting requirement, to ensure information is submitted to the Common Origination and Disbursement in a timely manner.

Corrective Action. During the upload of records to COD, if a file is rejected, the Financial Aid Federal and State Coordinator will work to clear the reject and upload the record again. The process will continue until the record is uploaded successfully. File uploads are occurring weekly.

Responsible Person. Lexie Seidel and Emmalee Gilaspie, Financial Aid Federal and State Aid Coordinators.

Anticipated Completion Date. Spring 2025.

2024-003 – Michigan Reconnect Expansion Refund Calculation

Auditor Description of Condition and Effect. Two students in our testing population of forty students had inaccurate calculations for their Michigan Reconnect Expansion grants. As a result of this condition, the College had an overpayment of \$224.

Auditor Recommendation. We recommend that the College implement a review process to ensure that any disbursements are being reviewed for accuracy by an independent second individual prior to any disbursement.

Corrective Action. The Office of Financial Aid will have the Financial Aid Federal and State Aid coordinator primarily responsible for state awards perform the original calculation using the state approved method. Once completed, a secondary Financial Aid Federal and State Aid coordinator (who has this program as a backup) will perform the calculations. Any differences in the calculations will be reviewed between the two staff members and clarification needed will be brought to the Director of Financial Aid. Once all calculations are performed and verified, they will be added/updated on the student record.

Responsible Person. Lexie Seidel and Emmalee Gilaspie, Financial Aid Federal and State Aid Coordinators.

Anticipated Completion Date. Spring 2025.

BOARD OF TRUSTEES

Sheila A. Patterson, Chairperson • Donna L. Lake, Vice-Chairperson • Matthew R. Heins, Trustee • Philip E. Hoffman, Trustee
Danielle E. Mackey, Trustee • Christopher A. Simpson, Trustee • Teshna Thomas, Trustee • Dr. Daniel J. Phelan, President & CEO



Year Ended
June 30, 2024

Single Audit Act
Compliance

Rehmann

JACKSON COLLEGE

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**INDEPENDENT AUDITORS' REPORT ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
REQUIRED BY THE UNIFORM GUIDANCE**

March 26, 2025

Board of Trustees
Jackson College
Jackson, Michigan

We have audited the financial statements of the business-type activities and the discretely presented component unit of **Jackson College** (the "College") as of and for the year ended June 30, 2024, and the related notes to the financial statements, which collectively comprise the College's basic financial statements. We issued our report thereon dated December 17, 2024, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance) and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Rehmann Lobson LLC



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JACKSON COLLEGE**Schedule of Expenditures of Federal Awards**

For the Year Ended June 30, 2024

Federal Agency / Cluster / Program Title	Assistance Listing Number	Passed Through	Pass-through / Grantor Number	Federal Expenditures
U.S. Department of Education				
Student Financial Assistance Cluster:				
Federal Supplemental Educational Opportunity Grants 2023/2024 Grant Year	84.007	Direct	P007A232021	\$ 257,723
Federal Work-Study Program 2023/2024 Program Year	84.033	Direct	P033A232021	231,205
Federal Pell Grant Program 2023/2024 Grant Year	84.063	Direct	P063P231638	12,166,856
Federal Direct Student Loans 2023/2024 Grant Year	84.268	Direct	P268K241638	<u>6,035,275</u>
Total Student Financial Assistance Cluster				<u>18,691,059</u>
TRIO Cluster:				
TRIO - Student Support Services 2023/2024 Services	84.042A	Direct	P042A200068	<u>266,348</u>
COVID-19 - Education Stabilization Fund:				
COVID-19 - Reimagine Workforce Preparation	84.425G	MiLEAP	MiLEAP_SEMCA023	<u>75,917</u>
Career and Technical Education - Basic Grants to States:				
Regional Allocation	84.048A	MDE	243510-2421	596,359
Perkins Local Leadership	84.048A	MDE	233250-2525-10	<u>9,200</u>
				<u>605,559</u>
Fund for the Improvement of Postsecondary Education				
Astronomy & Astrophysics Program	84.116Z	Direct	P116Z230241	<u>294,092</u>
Total U.S. Department of Education				<u>19,932,975</u>
U.S. Department of Labor				
Workforce Innovation and Opportunity Act (WIOA) Cluster:				
Michigan Electric Vehicle Jobs Academy	17.258			
	17.259			
	17.278	MDL	MSC 221030-CV	<u>61,580</u>
U.S. Department of Treasury				
Coronavirus State and Local Fiscal Recovery Funds:				
Michigan Reconnect Age Expansion Grant	21.027	MiLEAP	SLFRP0127	<u>633,022</u>
Total Expenditures of Federal Awards				<u>\$ 20,627,577</u>

See notes to schedule of expenditures of federal awards.

JACKSON COLLEGE

Notes to Schedule of Expenditures of Federal Awards

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal grant activity of **Jackson College** (the "College") under programs of the federal government for the year ended June 30, 2024. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the schedule presents only a selected portion of the operations of the College, it is not intended to and does not present the net position, changes in net position, or cash flows of the College.

Expenditures reported on the Schedule are reported on the accrual basis of accounting, which is described in Note 1 to the College's financial statements. Such expenditures are recognized following the cost principles contained in the Uniform Guidance or other applicable guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Pass-through entity identifying numbers are presented where available.

2. 10% DE MINIMIS COST RATE

For purposes of charging indirect costs to federal awards, the College has not elected to use the 10 percent de minimis cost rate as permitted by §200.414 of the Uniform Guidance.

3. PASS-THROUGH ENTITIES

The College receives certain federal grants as subawards from non-federal entities. Pass-through entities, where applicable, have been identified in the Schedule with an abbreviation, defined as follows:

Pass-through Entity Abbreviation	Pass-through Entity Name
MDE	Michigan Department of Education
MiLEAP	Michigan Department of Lifelong Education, Advancement, and Potential
MDL	Michigan Department of Labor and Economic Opportunity

JACKSON COLLEGE**Notes to Schedule of Expenditures of Federal Awards****4. RECONCILIATION TO FINANCIAL STATEMENTS**

A reconciliation of the amounts presented in the Schedule to the amounts presented in the financial statements is as follows:

Federal revenue as reported in the financial statements:

Federal grants and contracts	\$ 4,587,927
Pell grant revenue	12,166,856
Less: State funding reported within federal grants and contracts in the financial statements	<u>(2,162,481)</u>
Total federal revenue within the financial statements	<u><u>\$ 14,592,302</u></u>

Schedule of expenditures of federal awards:

Total federal awards per Schedule	\$ 20,627,577
Less: Direct loans, not recorded as revenue in the financial statements	<u>(6,035,275)</u>
	<u><u>\$ 14,592,302</u></u>

■ ■ ■ ■ ■



**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS
PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

March 26, 2025

Board of Trustees
Jackson College
Jackson , Michigan

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the business-type activities and the discretely presented component unit of **Jackson College** (the "College"), as of and for the year ended June 30, 2024, and the related notes to the financial statements, which collectively comprise the College's basic financial statements, and have issued our report thereon dated December 17, 2024.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the College's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control. Accordingly, we do not express an opinion on the effectiveness of the College's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.



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Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify a certain deficiency in internal control over financial reporting, described in the accompanying schedule of findings and questioned costs as item 2024-001 that we consider to be a significant deficiency.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the College's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Jackson College's Response to Finding

Government Auditing Standards requires the auditor to perform limited procedures on the College's response to the finding identified in our audit and described in the accompanying schedule of findings and questioned costs. The College's response was not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the College's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Lehmann Lohman LLC". The signature is written in a cursive, flowing style.



**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM
AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE**

March 26, 2025

Board of Trustees
Jackson College
Jackson, Michigan

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited the compliance of **Jackson College** (the "College") with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the College's major federal programs for the year ended June 30, 2024. The College's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the College complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2024.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the *Independent Auditors' Responsibilities for the Audit of Compliance* section of our report.

We are required to be independent of the College and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the College's compliance with the compliance requirements referred to above.



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Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the College's federal programs.

Independent Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the College's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the College's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the College's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the College's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Other Matters

The results of our auditing procedures disclosed instances of noncompliance, which are required to be reported in accordance with the Uniform Guidance and which are described in the accompanying schedule of findings and questioned costs as items 2024-002 and 2024-003. Our opinion on each major federal program is not modified with respect to these matters.

Government Auditing Standards requires the auditor to perform limited procedures on the College's responses to the noncompliance findings identified in our compliance audit described in the accompanying schedule of findings and questioned costs. The College's responses were not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on them.

Report on Internal Control Over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the *Independent Auditors' Responsibilities for the Audit of Compliance* section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance and therefore material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, as described below, we did identify deficiencies in internal control over compliance that are considered to be significant deficiencies.

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance. We consider the deficiencies in internal control over compliance described in the accompanying schedule of findings and questioned costs as items 2024-002 and 2024-003 to be significant deficiencies.

Government Auditing Standards require the auditor to perform limited procedures on the College's responses to the internal control over compliance findings identified in our audit described in the accompanying schedule of findings and questioned costs. The College's responses were not subjected to the other auditing procedures applied in the audit of compliance and, accordingly, we express no opinion on the responses.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

Purpose of this Report

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

A handwritten signature in black ink that reads "Lehmann Lohman LLC". The signature is written in a cursive, flowing style.

JACKSON COLLEGE**Schedule of Findings and Questioned Costs**

For the Year Ended June 30, 2024

SECTION I - SUMMARY OF AUDITORS' RESULTS**Financial Statements**

Type of report the auditor issued on whether
the financial statements audited were prepared
in accordance with GAAP:

Unmodified

Internal control over financial reporting:

Material weakness(es) identified? yes X no

Significant deficiency(ies) identified? X yes none reported

Noncompliance material to financial statements
noted? yes X no

Federal Awards

Internal control over major programs:

Material weakness(es) identified? yes X no

Significant deficiency(ies) identified? X yes none reported

Any audit findings disclosed that are required
to be reported in accordance with
2 CFR 200.516(a)? X yes no

Identification of major programs and type of auditors'
report issued on compliance for each major program:

<u>Assistance Listing Number</u>	<u>Name of Federal Program or Cluster</u>	<u>Type of Report</u>
21.027	Coronavirus State and Local Fiscal Recovery Funds	Unmodified
84.007, 84.033, 84.063, 84.268	Student Financial Assistance Cluster	Unmodified

Dollar threshold used to distinguish
between Type A and Type B programs: \$ 750,000

Auditee qualified as low-risk auditee? X yes no

JACKSON COLLEGE

Schedule of Findings and Questioned Costs

For the Year Ended June 30, 2024

SECTION II – FINANCIAL STATEMENT FINDINGS

2024-001 – Preparation of Schedule of Expenditures of Federal Awards (SEFA)

Finding Type. Significant Deficiency in Internal Control over Financial Reporting.

Criteria. The Uniform Guidance requires the College to identify all federal awards received and expended and the federal programs under which they were received and prepare a schedule of expenditures of federal awards ("SEFA"). The schedule must list individual federal programs by federal agency, the pass-through entity and identifying number assigned to the pass-through entity, the total federal awards expended for each individual federal program and the assistance listing number, the total amount provided to subrecipients from each federal program, the loan or loan guarantee programs, and notes to the schedule. In addition, the schedule should reconcile to the amount of federal grants and contracts included in the College's financial statements.

Condition. While management was able to provide us with a complete schedule of expenditures of federal awards during audit fieldwork, the expenditures for a certain state grant were improperly included as a result of the College being a subrecipient of a similar federal program passed through the state. This led to a misclassification of revenue in the financial statements. Federal grants and contracts were overstated by approximately \$2,100,000, and state grants and contracts were understated by approximately \$2,100,000.

Cause. The College's internal controls did not identify the necessary elements to prepare a complete and reconciled SEFA, and insufficient review of grant documentation to ensure compliance with Uniform Guidance.

Effect. The College's SEFA preparation process did not ensure all federal grants were reported accurately on the SEFA. These errors resulted in several revisions to the SEFA during the audit process, and a misstatement of revenue classification in the financial statements.

Recommendation. The College should evaluate its processes to ensure that the SEFA is prepared in accordance with the Uniform Guidance and reconciled to its accounting records.

View of Responsible Officials. Management agrees with this finding and has prepared a Corrective Action Plan.

JACKSON COLLEGE

Schedule of Findings and Questioned Costs

For the Year Ended June 30, 2024

SECTION III – FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

2024-002 - Untimely Reporting of Student Disbursements

Finding Type. Immaterial Noncompliance/Significant Deficiency in Internal Control over Compliance (Reporting).

Program. Student Financial Assistance Cluster; U.S. Department of Education; Assistance Listing Number 84.063; Award Number P063P231638.

Criteria. According to 2 CFR § 200.328, recipients of federal awards must submit financial reports as required by the Federal award. For Title IV programs, the Department of Education mandates that disbursement records for Pell grants be submitted to the Common Origination and Disbursement system no later than 15 days after making the disbursement or becoming aware of the need to adjust a student's previously reported disbursement.

Condition. One student of the forty students selected for testing received a disbursement that was not reported to the federal government within the required timeframe.

Cause. Due to system errors, the College was not able to timely file the report with the Common Origination and Disbursement timely.

Effect. As a result of this condition, the College did not fully comply with the requirements to report disbursements within 15 days of disbursing funds.

Questioned Costs. No costs were required to be questioned as a result of this finding, in as much of our testing did not reveal any unallowed costs.

Repeat Finding. Yes, 2023-001 in prior year.

Recommendation. We recommend that the College implement policies and procedures, including designating an individual to oversee this reporting requirement, to ensure information is submitted to the Common Origination and Disbursement in a timely manner.

View of Responsible Officials. Management believes this was an isolated incident and has prepared a Corrective Action Plan.

JACKSON COLLEGE

Schedule of Findings and Questioned Costs

SECTION III – FEDERAL AWARD FINDINGS AND QUESTIONED COSTS

2024-003 Michigan Reconnect Expansion Refund Calculation Error

Finding Type. Immaterial Noncompliance/Significant Deficiency in Internal Control over Compliance (Allowable Costs/Cost Principles).

Program. Coronavirus State and Local Fiscal Recovery Funds; U.S. Department of Treasury; Assistance Listing Number 21.027; Award Number SLFRP0127.

Criteria. As outlined in the Michigan Reconnect Expansion program guide, the Reconnect scholarship program is a last-dollar scholarship, which is equal to the difference between in-district tuition and fees (i.e., tuition, contact hours and mandatory fees) and any Pell Grant and any state tuition-restricted scholarships or awards that a student receives following the packaging order.

Condition. We noted that two students out of a testing population of forty whose disbursement amounts were not calculated correctly.

Cause. The College does not have a formal review process where a second individual looks over the disbursement calculations to ensure errors are caught before the disbursements are processed.

Effect. As a result of this condition, two calculations for the grant were incorrect, resulting in an overpayment of \$224.

Questioned Costs. No costs were required to be questioned as a result of this finding insomuch as our testing did not reveal any unallowed costs over the \$25,000 threshold.

Repeat Finding. N/A

Recommendation. We recommend that the College implement a review process to ensure that any disbursements are being reviewed for accuracy by an independent second individual prior to any disbursement.

View of Responsible Officials. Management agrees with this finding and has prepared a Corrective Action Plan.

■ ■ ■ ■ ■

JACKSON COLLEGE

Summary Schedule of Prior Audit Findings

For the Year Ended June 30, 2024

2023-001 - Untimely Reporting of Student Disbursements

It was noted that six students out of the 40 tested received disbursements that were not reported timely to Common Origination and Disbursement. This matter was repeated in the current year, see 2024-001.

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BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

- 10.0 Information Requested by the Board
10.2 College Feature: Auxiliary Services

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

Description:

For this month's College Feature, the Board welcomes Jackson College CFO John Globoker and Greg Klaus, Executive Director of Auxiliary Services who will share a status on the auxiliary services JC provides.

Requested Board Action:

Receive the Auxiliary Services highlight and ask any questions of John Globoker and Greg Klaus.

Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 21, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

10.0 Information Requested by the Board

10.3 ACCT Leadership Congress Presentation Consideration

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

Description:

ACCT is accepting [presentation proposals](#) for the [2025 ACCT Leadership Congress](#) held this year in New Orleans, 10.22 -10.25. They are seeking proposals that align with the five ACCT Congress tracks, as well as those that demonstrate how community colleges are working to innovate and develop skills that are needed in this changing world.

Might the Board like to consider participation in submitting a proposal to present a session at this year's ACCT Leadership Congress? What topics would you recommend? Submissions are due by Friday, 05.23.25.

Requested Board Action:

Consider submitting a proposal to present at the 2025 ACCT Leadership Congress.

Action Taken:



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

10.0 Information Requested by the Board

10.4 Next Board Meeting Topics:
 Board Regular Meeting – May 12, 2025

BOARD POLICY: GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda

Description:

This time has been set aside to help the Board anticipate topics for the next Board meetings (Board Regular Meeting on May 12, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

Board Regular Meeting – May 12, 2025

- Excellence Minute: TBD
- FY '26 Budget Proposal Approval
- FY '25 Q3 Financial Report
- State Accountability Report
- Policy Review: EL-03 Planning
- Policy Review: EL-05 Asset Protection
- Policy Review: EL-06 Investments
- Policy Review: EL-13 Use of Artificial Intelligences & Machin Learning
- Policy Review: BCD-05 CEO Succession
- Policy Review: GP-03 Board Planning Cycle & Agenda Control
- Policy Review: GP-09 Board Code of Conduct
- Policy Review: GP-12 Board Linkage with External Organizations
- Interpretations Review: EL-03 Planning
- Interpretations Review: EL-05 Asset Protection
- Interpretations Review: EL-06 Investments
- CEO Monitoring Compliance Schedule & Summary
- Board Performance Monitoring
- College Feature: Information Technology or Theatre Department

Requested Board Action:

Review of currently anticipated topics.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting

11.1 Principles of Policy Governance

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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:

A record of action(s) taken will be indicated in the minutes for this meeting.



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

12.0 Meeting Content Review

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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:

A record of action(s) taken will be indicated in the minutes for this meeting.



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?

13.0 Adjourn*

BOARD POLICY: GOVERNANCE PROCESS: GP-13 Special Rules of Order

Description:

Board action is required to adjourn the meeting.

Resource Impact:

None

Requested Board Action:

Meeting Adjournment

Action Taken:

A record of action(s) taken will be indicated in the minutes for this meeting.