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(*) Indicates a roll-call item



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.3 FY'25 Budget Proposal 6.3.1 Truth in Budgeting Public Hearing</p> <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
<p>Description:</p>
<p>Each year, the College must satisfy its legal obligation of publicly presenting the coming year's budget with appropriate "Truth in Budgeting" disclosures to the public.</p> <p>As required by law, a public notice was placed in the local newspaper (affidavit of posting enclosed) and on the Jackson College website (https://www.jccmi.edu/board-of-trustees/meetings/).</p> <p>The Truth in Budgeting document, and the required resolution, are attached for your consideration.</p> <p>As part of the process, the Board Chairperson must open a formal public hearing. Any public comments are received by the Board, regarding the proposed budget, and then the hearing is concluded.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Open the Public Hearing, consider any comments, and close the hearing, as required.</p>
<p>Action Taken:</p>



Jackson Citizen Patriot

LEGAL AFFIDAVIT

AD#: 0010862495

Total

\$300.00

State of Michigan,) ss
County of Jackson)

Nancy Block being duly sworn, deposes that he/she is principal clerk of MLive Media Group; that Jackson Citizen Patriot is a public newspaper published in the city of Jackson, with general circulation in Jackson county, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

Jackson Citizen Patriot 05/05/2024

Principal Clerk of the Publisher

Sworn to and subscribed before me this 6th day of May 2024

Notary Public

TEASHA R. PAYNE
NOTARY PUBLIC, STATE OF MI
COUNTY OF MECOSTA
COMMISSION EXP FEB 24 2026
ACTING IN COUNTY OF hent

Notice of Public Hearing on Increasing Property Taxes

PLEASE TAKE NOTICE that on May 13, 2024, at 6:30 p.m. on the Central Campus of Jackson College, 2111 Emmons Road, Jackson, MI 49201, in the Boardroom on the 2nd Floor of the George E. Potter Center, the Board of Trustees of Jackson College will hold a public hearing to consider the district's proposed 2024-2025 budget.

The Board may not adopt its proposed 2024-2025 budget until after the public hearing. A copy of the proposed 2024-2025 budget including the proposed property tax millage rate is available for public inspection electronically and can be obtained by reaching out to Keith Everett Book at bookkeithe@jccmi.edu.

The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.

This notice is given by order of the Board of Trustees.
John M. Crist, Chairperson

10862495-01



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.3 FY'25 Budget Proposal 6.3.2 Consideration of FY'25 Authorization to Levy*</p> <p style="text-align: right;"><u>(BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
<p>Description:</p>
<p>Enclosed is a resolution to authorize the tax rate for Jackson College for the next fiscal year.</p> <p>Recall that the College's original enabling millage, established in 1964, was 1.33 mills. Our new estimated rate for FY'25 is at 1.1327 mills due to Headlee Amendment impacts, which result in a loss of over \$1MM in revenues annually. Jackson College stands alone among the 28th community colleges in Michigan as having the lowest millage rate, and the only Michigan Community College to not have received additional millage support beyond the initial millage, nor Headlee override support.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration and approval of the Authorization to Levy the estimated tax rate.</p>
<p>Action Taken:</p>



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees by resolution of May 13, 2024 proposes a total authorized levy of **1.1327** mills within the district for operating purposes for fiscal 2024-2025; and

WHEREAS, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2024-2025 fiscal year, including estimated expenditures, estimated revenue, taxable valuation of property located within the district, and determined that the levy of the millage rate will be necessary for the sound management and operation of the college; and

WHEREAS, the Jackson College Board of Trustees has complete authority to establish that a maximum of **1.1327** mills for operating purposes in 2024-2025 from within its authorized millage rate; and

WHEREAS, the Jackson College Board of Trustees held a budget hearing on May 13, 2024 at 6:30 p.m. in the Boardroom, located in the Potter Center on Jackson College's Central Campus to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act" information.

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2024-2025, the total millage rate of **1.1327** mills, shall be levied upon property located within the college district; and
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:

John M. Crist
Board Chairperson, Jackson College

May 13, 2024

Date

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024



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

Subject to be Discussed and Policy Reference:
<i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
6.0 Items for Decision 6.3 FY'25 Budget Proposal 6.3.3 Consideration of FY'25 Tuition and Fees* <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Description:
Per subsequent work, administration makes the following tuition recommendations as part of the FY'25 budget. <ul style="list-style-type: none"> • In-District tuition at \$193.00 (was \$185.00) an \$8.00 increase. • Out-District at \$225.00 (was \$209.00) a \$16.00 increase (116% of in-district) • Out-of-State/International at \$288.00 (was \$277.00) an \$11.00 increase (150% of in district) • Student Service Fee for Dual Enrollment and Middle and Early College at \$35.00 per billing contact hour (was \$30.00) a \$5.00 increase. • Student Service Fee for In-District, Out of District, Out of State/International and Veterans at \$52.00 (was \$49.50) a \$2.50 increase.
Resource Impact:
None
Requested Board Action:
Approval of proposed tuition and fees for FY'25.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>6.0 Items for Decision 6.3 FY'25 Budget Proposal 6.3.4 Consideration of FY'25 Budget*</p> <p style="text-align: right;">(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
<p>Description:</p>
<p>The FY'25 budget is based upon general budget targets discussed by the Board of Trustees at the Spring Planning Session. Enclosed in detail are the major assumptions for the proposed budget, which I will review during the meeting. (The detailed line-item budget can be found via this link in the Resource Center of Diligent Boards.)</p> <p>The proposed FY'25 budget is predicated on the final State Budget community appropriations landing at that proposed by the MI House recently. Further, the proposed budget contemplates achieving 106,500 billing contact hours, an increase from FY'24 levels which were projected at 104,800.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Consideration and approval of the FY'25 operating budget of \$56,487,179.</p>
<p>Action Taken:</p>



Proposed
Annual Operating Budget
Fiscal Year 2024-2025



Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2024 - 2025
Major Assumptions

Revenues

- **Tuition** - In-District tuition at **\$193.00** (was \$185.00) a **\$8.00** increase. Out-District at **\$225.00** (was \$209.00) a **\$16.00** increase (116% of In-district), Out-of-State/International at **\$288.00** (was \$277.00) a **\$11.00** increase (150% of In-District).
- **Student Service Fee** - will be **\$35.00** per billing contact hour for Dual Enrollment and Middle and Early College. This fee was \$30.00 last year. The Student Services Fee for In-District, Out of District, Out of State/International and Veterans will be **\$52.00** up from \$49.50 in fiscal year 2024.

- **Online Course Fees**

	<u>2024-2025</u>	<u>2023-2024</u>
1 BCH	\$15.00	\$20.00
2 BCH	\$25.00	\$30.00
3 BCH	\$35.00	\$40.00
3.5 BCH	\$40.00	\$45.00
4 BCH	\$45.00	\$50.00

- **Digital Textbook Fee** - **\$70.00** per course (no change). This fee supports delivery of required digital textbooks to all students. Students do have the option to opt out of this service.
- **Dual Enrollment** - In-District **\$130.00** (was \$125.00) a **\$5.00** increase. Out-District **\$147.00** (was \$141.00) a **\$6.00** increase.
- **Corrections Education Subscription Pricing** - 1-5 credits **\$925.00** (was \$925.00) a **\$0.00** increase, 6-8 credits **\$1,849.00** (was \$1,849.00) a **\$0.00** increase, 9-11 credits **\$2,774.00** (was \$2,774.00) a **\$0.00** increase, 12 credits **\$3,698.00** (was \$3,698.00) a **\$0.00** increase. Presently the Federal Pell annual award amount per student is not projected to increase.
- **Billing Contact Hours** - Enrollment is predicted at **106,500** Billing (Contact) Hours. Fiscal Year 2024 budgeted Billing (Contact) Hours were 104,000, but anticipate finishing around 104,800.
- **Housing Rates** - unchanged from FY 2024

	<u>Fall</u>	<u>Winter</u>	<u>Spring</u>
CV1/CV2 Single	2,925.00	2,925.00	625.00
CV1/CV2 Deluxe Single	3,025.00	3,025.00	725.00
CV3 4 Bedroom Unit	2,675.00	2,675.00	600.00
CV3 2 Bedroom Unit	2,825.00	2,825.00	800.00
CV 4 Family Housing	1,700.00	1,700.00	1,700.00

- **Meal plan per meal price** - unchanged from FY 2024. Students **\$13.00** (was \$13.00) a **\$0.00** increase. Employees **\$12.00** (was \$12.00) a **\$0.00** increase.
- **Contract Training** - estimated revenue of **\$199,000**.

Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2024 - 2025
Major Assumptions

- **Property Taxes** - Property taxed at an **estimated** rate of **1.1327** Mills. The college’s original operating millage is 1.33 and multiple Headlee rollbacks have reduced our rate. These rollbacks cost the college annually \$1,197,193 in current local property tax revenue. We have receive required changes to our millage rate in April 2024. This budget assumes a **7.56% or \$483,542** increase in property tax revenue over projected actual in FY 2024.
- **State Appropriations** - estimated at **\$14,452,900** an increase of **\$170,963** from projected actual FY 2024 appropriation of \$14,281,937.

Expenses

- **Staffing Numbers -**

	FY25 Full- Time	FY24 Full- Time	FY25 Part- Time	FY24 Part- Time	FY25 Total	FY24 Total
Faculty	72	67	235	225	307	292
Administrator	29	36	0	1	29	37
Leadership Council	12	10	0	0	12	10
Staff	143	133	15.5	33	158.5	166
Grand Total	256	246	250.5	259	506.5	505

- **Wages and Merit Pay -**

- Staff Merit pay - per contract
- Administration Merit pay - **\$2,000** per administrator (was \$2,500).
- Faculty Merit pay - **\$1,500** per full-time Faculty (was \$1,500).
- Leadership Merit pay - **\$2,000** per Council member (was \$2,500).
- All merit increase amounts are subject to contract negotiations/employee performance recognition and these amounts are budget assumptions.

- **Retirement** - Retirement and Social Security are estimated at an average per employee rate of **27.0%** which is the average retirement for all employees including 7.65% for Social Security/Medicare. Last fiscal year's average per employee rate was 29.5%.

- **Benefits** - Fringe benefits reflect PA 7, of 2010 for hard cap for Administrators, Staff, and Faculty. This is estimated to be **19.0%** of wages. Last fiscal year's benefits rate was 20.0%.

- **Transfers** - Includes Board mandated Major Maintenance “Set-Aside” transfer **4.5%** of the total budget included in transfers increased to **4.2% or \$2,371,160**

- **Transfers, debt service** - Debt retirement and interest payments for all bonds equal **6.37%** or **\$3,579,752** of total budget.

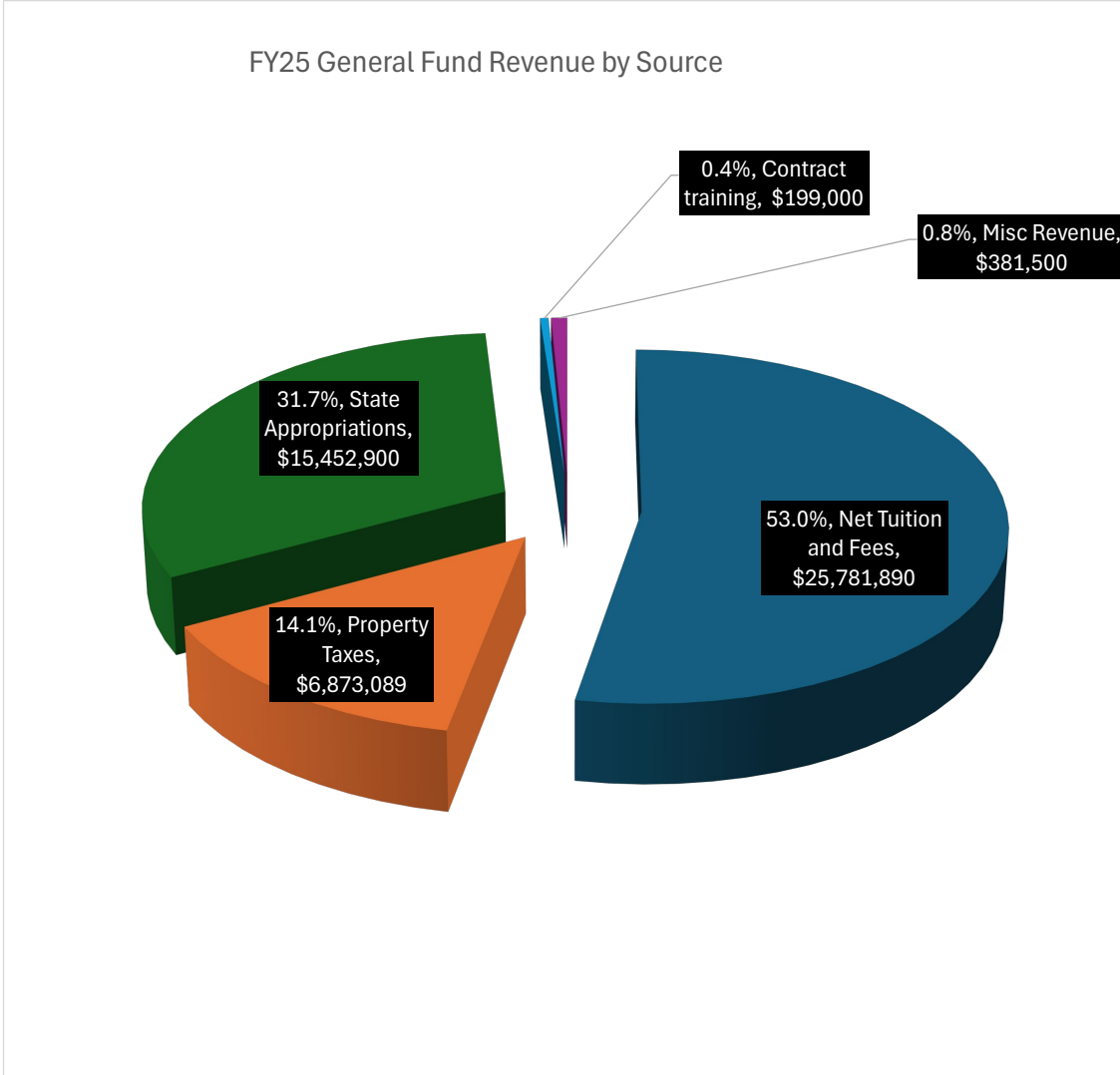
- **Capital Equipment** - Includes Board directed amount of **3.5%** for instructional & computer equipment, reduced to **0.98% or \$552,000**.

Jackson College

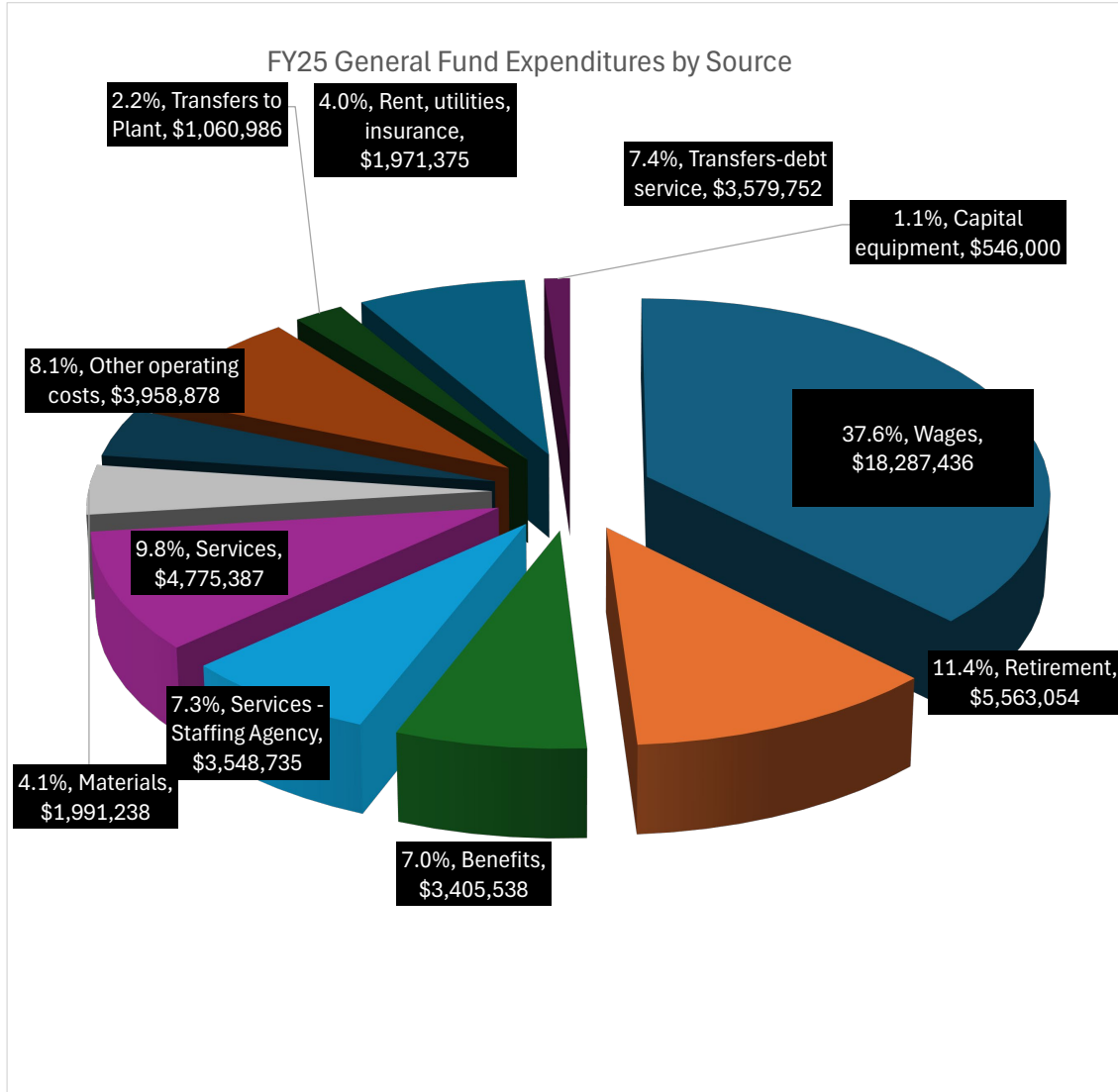
General Fund

	Fiscal Year 2024 Adjusted Budget	Fiscal Year 2025 Proposed Budget	Fiscal Year 2025 Draft Budget Compared to Fiscal Year 2024 Adjusted Budget
Revenues			
Tuition	\$ 20,300,480.00	\$ 21,227,290.00	\$ 926,810.00
Scholarships	\$ (710,000.00)	\$ (715,000.00)	\$ (5,000.00)
Student Services Fees	\$ 4,339,140.00	\$ 4,622,100.00	\$ 282,960.00
Other Fees	\$ 600,611.00	\$ 647,500.00	\$ 46,889.00
Net Tuition and Fees	\$ 24,530,231.00	\$ 25,781,890.00	\$ 1,251,659.00
State Appropriations	\$ 15,119,559.00	\$ 15,452,900.00	\$ 333,341.00
Property Taxes	\$ 6,389,547.00	\$ 6,873,089.00	\$ 483,542.00
CCE	\$ 100,000.00	\$ 199,000.00	\$ 99,000.00
Federal Grants	\$ 9,200.00	\$ -	\$ (9,200.00)
Gifts	\$ 1,313.00	\$ -	\$ (1,313.00)
Other	\$ 242,848.00	\$ 309,500.00	\$ 66,652.00
Rental Income	\$ 100,000.00	\$ 72,000.00	\$ (28,000.00)
Revenues Total	\$ 46,492,698.00	\$ 48,688,379.00	\$ 2,195,681.00
Expenses			
Wages	\$ 17,720,785.00	\$ 18,287,435.90	\$ 566,650.90
Retirement	\$ 4,808,404.00	\$ 5,563,054.24	\$ 754,650.24
Fringe Benefits	\$ 3,301,599.00	\$ 3,405,538.17	\$ 103,939.17
Services Staffing Agency	\$ 3,736,072.00	\$ 3,548,735.00	\$ (187,337.00)
Services	\$ 4,491,797.00	\$ 4,775,387.00	\$ 283,590.00
Materials	\$ 1,843,739.00	\$ 1,991,238.00	\$ 147,499.00
Rent, Utilities, Insurance	\$ 1,808,477.00	\$ 1,971,375.00	\$ 162,898.00
Other Operating	\$ 3,764,051.00	\$ 3,958,878.00	\$ 194,827.00
Transfers Out Plant	\$ 1,146,577.00	\$ 1,060,985.69	\$ (85,591.31)
Transfers Out Debt	\$ 3,457,494.00	\$ 3,579,752.00	\$ 122,258.00
Capital Outlay	\$ 413,700.00	\$ 546,000.00	\$ 132,300.00
Expenses Total	\$ 46,492,695.00	\$ 48,688,379.00	\$ 2,195,684.00
Grand Total	\$ (3.00)	\$ 0.00	\$ 3.00

Jackson College
General Fund Revenue
Fiscal Year 2025 Proposed General Fund Budget
\$48,688,379



Jackson College
General Fund Expense
Fiscal Year 2025 Proposed General Fund Budget
\$48,688,379



Jackson College

Auxiliary Services Fund

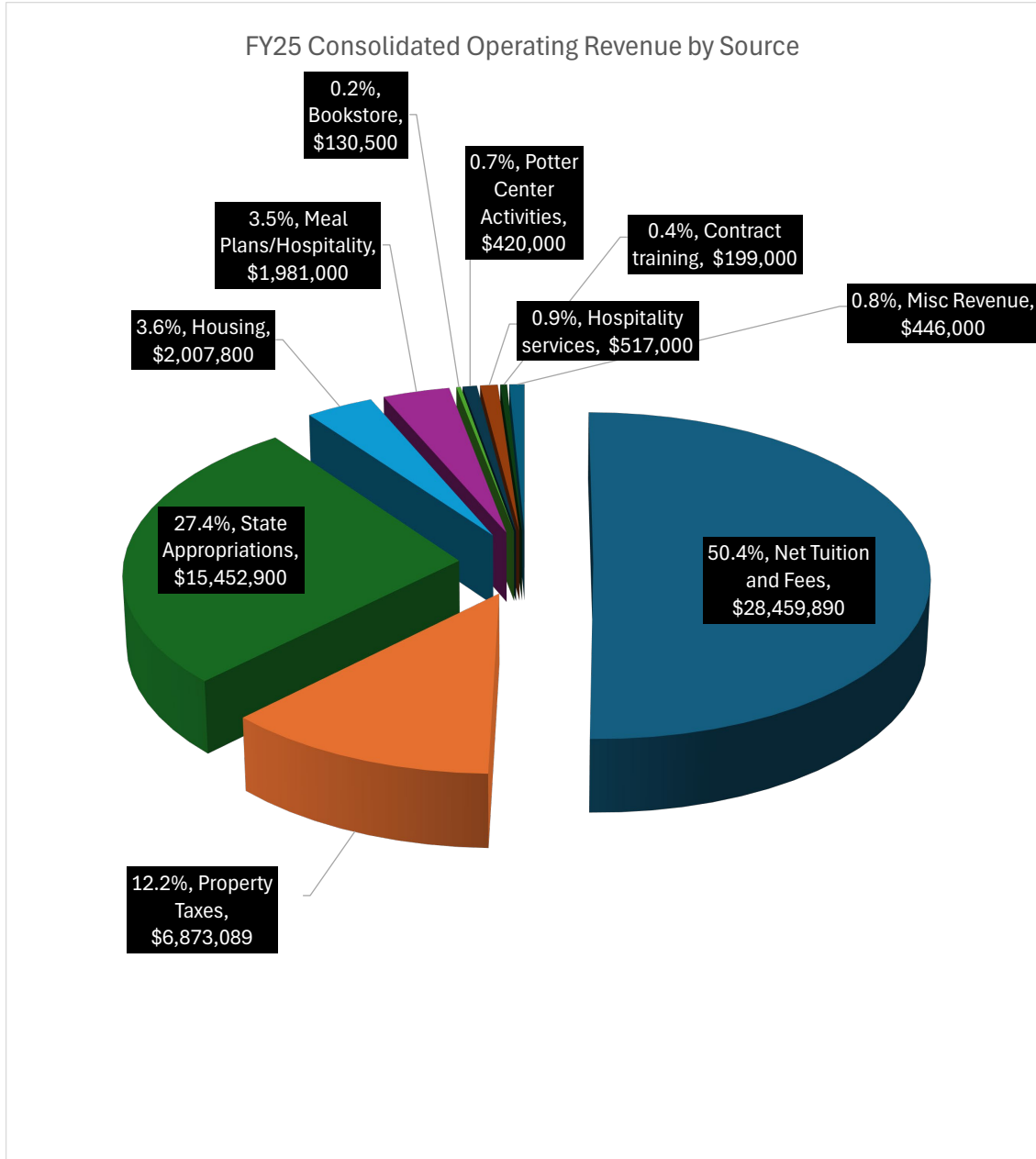
	Fiscal Year 2024 Adjusted Budget	Fiscal Year 2025 Proposed Budget	Fiscal Year 2025 Draft Budget Compared to Fiscal Year 2024 Adjusted Budget
Revenues			
Scholarships	\$ (200,000.00)	\$ (200,000.00)	\$ -
Textbook Fee	\$ 1,400,000.00	\$ 1,961,000.00	\$ 561,000.00
Class Fees	\$ 1,111,641.00	\$ 917,000.00	\$ (194,641.00)
Net Fees	<u>\$ 2,311,641.00</u>	<u>\$ 2,678,000.00</u>	<u>\$ 366,359.00</u>
Housing	\$ 2,007,800.00	\$ 2,007,800.00	\$ -
Meal Plans	\$ 1,981,000.00	\$ 1,981,000.00	\$ -
Hospitality	\$ 486,000.00	\$ 517,000.00	\$ 31,000.00
Bookstore	\$ 78,500.00	\$ 130,500.00	\$ 52,000.00
Potter Center	\$ 351,000.00	\$ 420,000.00	\$ 69,000.00
Other	\$ 15,000.00	\$ 28,500.00	\$ 13,500.00
Rental Income	\$ 20,000.00	\$ 21,000.00	\$ 1,000.00
Transfers	\$ 15,000.00	\$ 15,000.00	\$ -
Revenues Total	<u>\$ 7,265,941.00</u>	<u>\$ 7,798,800.00</u>	<u>\$ 532,859.00</u>
Expenses			
Wages	\$ 1,611,365.00	\$ 1,537,805.60	\$ (73,559.40)
Retirement	\$ 418,100.00	\$ 342,676.87	\$ (75,423.13)
Fringe Benefits	\$ 249,400.00	\$ 241,142.98	\$ (8,257.02)
Services Staffing Agency	\$ 15,000.00	\$ 10,000.00	\$ (5,000.00)
Services	\$ 75,500.00	\$ 71,500.00	\$ (4,000.00)
Materials	\$ 1,136,800.00	\$ 1,201,000.00	\$ 68,200.00
Cost of Goods	\$ 1,260,700.00	\$ 1,777,900.00	\$ 517,200.00
Course Materials	\$ -	\$ 436,100.00	\$ 436,100.00
Rent, Utilities, Insurance	\$ 4,000.00	\$ 4,000.00	\$ -
Other Operating	\$ 472,000.00	\$ 610,500.00	\$ 134,500.00
Transfers Out Plant	\$ 2,016,077.00	\$ 1,560,174.54	\$ (455,902.46)
Capital Outlay	\$ 7,000.00	\$ 6,000.00	\$ (1,000.00)
Expenses Total	<u>\$ 7,265,942.00</u>	<u>\$ 7,798,800.00</u>	<u>\$ 532,858.00</u>
Grand Total	<u><u>\$ (1.00)</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 1.00</u></u>

Jackson College

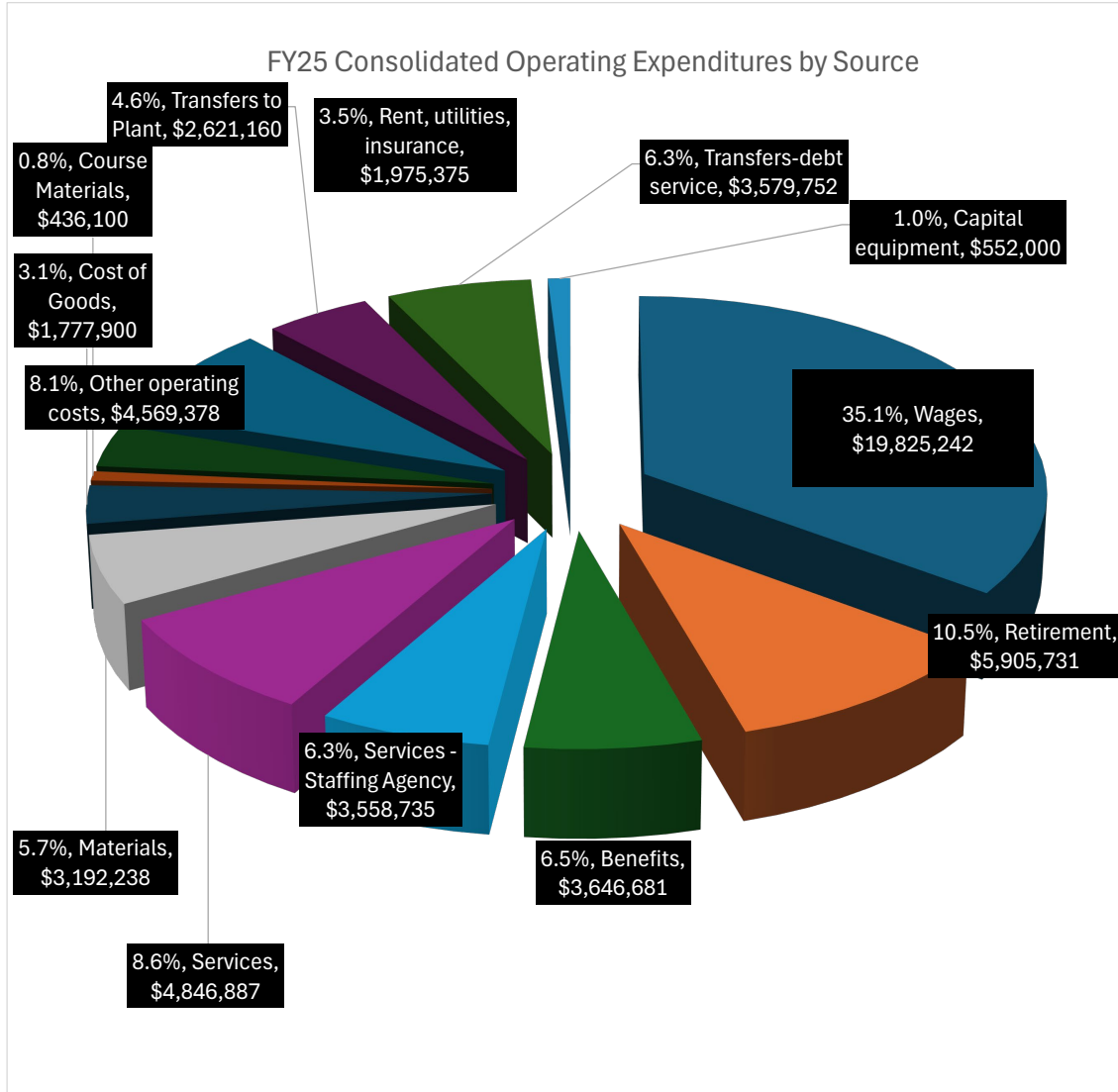
General Fund and Auxiliary Services Fund

	Fiscal Year 2024 Adjusted Budget	Fiscal Year 2025 Proposed Budget	Fiscal Year 2025 Draft Budget Compared to Fiscal Year 2024 Adjusted Budget
Revenues			
Tuition	\$ 20,300,480.00	\$ 21,227,290.00	\$ 926,810.00
Scholarships	\$ (910,000.00)	\$ (915,000.00)	\$ (5,000.00)
Student Services Fees	\$ 4,339,140.00	\$ 4,622,100.00	\$ 282,960.00
Textbook Fee	\$ 1,400,000.00	\$ 1,961,000.00	\$ 561,000.00
Class Fees	\$ 1,111,641.00	\$ 917,000.00	\$ (194,641.00)
Other Fees	\$ 600,611.00	\$ 647,500.00	\$ 46,889.00
Net Tuition and Fees	\$ 26,841,872.00	\$ 28,459,890.00	\$ 1,618,018.00
State Appropriations	\$ 15,119,559.00	\$ 15,452,900.00	\$ 333,341.00
Property Taxes	\$ 6,389,547.00	\$ 6,873,089.00	\$ 483,542.00
Housing	\$ 2,007,800.00	\$ 2,007,800.00	\$ -
Meal Plans	\$ 1,981,000.00	\$ 1,981,000.00	\$ -
Hospitality	\$ 486,000.00	\$ 517,000.00	\$ 31,000.00
Bookstore	\$ 78,500.00	\$ 130,500.00	\$ 52,000.00
Potter Center	\$ 351,000.00	\$ 420,000.00	\$ 69,000.00
CCE	\$ 100,000.00	\$ 199,000.00	\$ 99,000.00
Federal Grants	\$ 9,200.00	\$ -	\$ (9,200.00)
Gifts	\$ 1,313.00	\$ -	\$ (1,313.00)
Other	\$ 257,848.00	\$ 338,000.00	\$ 80,152.00
Rental Income	\$ 120,000.00	\$ 93,000.00	\$ (27,000.00)
Transfers	\$ 15,000.00	\$ 15,000.00	\$ -
Revenues Total	\$ 53,758,639.00	\$ 56,487,179.00	\$ 2,728,540.00
Expenses			
Wages	\$ 19,332,150.00	\$ 19,825,241.50	\$ 493,091.50
Retirement	\$ 5,226,504.00	\$ 5,905,731.12	\$ 679,227.12
Fringe Benefits	\$ 3,550,999.00	\$ 3,646,681.16	\$ 95,682.16
Services Staffing Agency	\$ 3,751,072.00	\$ 3,558,735.00	\$ (192,337.00)
Services	\$ 4,567,297.00	\$ 4,846,887.00	\$ 279,590.00
Materials	\$ 3,653,410.00	\$ 3,192,238.00	\$ 227,908.00
Cost of Goods	\$ 1,260,700.00	\$ 1,777,900.00	\$ 517,200.00
Course Materials	\$ -	\$ 436,100.00	\$ 436,100.00
Rent, Utilities, Insurance	\$ 1,812,477.00	\$ 1,975,375.00	\$ 162,898.00
Other Operating	\$ 3,563,180.00	\$ 4,569,378.00	\$ 317,118.00
Transfers Out Plant	\$ 3,162,654.00	\$ 2,621,160.23	\$ (541,493.77)
Transfers Out Debt	\$ 3,457,494.00	\$ 3,579,752.00	\$ 122,258.00
Capital Outlay	\$ 420,700.00	\$ 552,000.00	\$ 131,300.00
Expenses Total	\$ 53,758,637.00	\$ 56,487,179.00	\$ 2,728,542.00
Income over (under) expenses	\$ 2.00	\$ -	\$ (2.00)

Jackson College
Consolidated General Fund & Auxiliary Support Services Revenue
Fiscal Year 2025 Proposed Consolidated Operating Budget
\$56,487,179



Jackson College
Consolidated General Fund & Auxiliary Support Services Expenditures
Fiscal Year 2025 Proposed Consolidated Operating Budget
\$56,487,179



Jackson College Board of Trustees Meeting - Items for Decision

Jackson College

Fiscal Years 2024 - 2028

General Fund and Auxiliary Services Fund

	Fiscal Year 2024 Adjusted Budget	Fiscal Year 2024 Projected Actual	Fiscal Year 2025 Proposed Budget	Fiscal Year 2026 Forecasted	Fiscal Year 2027 Forecasted	Fiscal Year 2028 Forecasted
Revenues						
Tuition	\$ 20,300,480.00	\$ 20,456,638.00	\$ 21,227,290.00	\$ 21,970,245.15	\$ 22,739,203.73	\$ 23,535,075.86
Scholarships	\$ (910,000.00)	\$ (801,597.00)	\$ (915,000.00)	\$ (947,025.00)	\$ (980,170.88)	\$ (1,014,476.86)
Student Services Fees	\$ 4,339,140.00	\$ 4,372,518.00	\$ 4,622,100.00	\$ 4,783,873.50	\$ 4,951,309.07	\$ 5,124,604.89
Textbook Fee	\$ 1,400,000.00	\$ 1,961,000.00	\$ 1,961,000.00	\$ 2,029,635.00	\$ 2,100,672.23	\$ 2,174,195.75
Class Fees	\$ 1,111,641.00	\$ 917,000.00	\$ 917,000.00	\$ 949,095.00	\$ 982,313.33	\$ 1,016,694.29
Other Fees	\$ 600,611.00	\$ 501,501.00	\$ 647,500.00	\$ 670,162.50	\$ 693,618.19	\$ 717,894.82
Net Tuition and Fees	\$ 26,841,872.00	\$ 27,407,060.00	\$ 28,459,890.00	\$ 29,455,986.15	\$ 30,486,945.67	\$ 31,553,988.76
State Appropriations	\$ 15,119,559.00	\$ 15,281,937.00	\$ 15,452,900.00	\$ 15,916,487.00	\$ 16,393,981.61	\$ 16,885,801.06
Property Taxes	\$ 6,389,547.00	\$ 6,389,547.00	\$ 6,873,089.00	\$ 7,010,550.78	\$ 7,150,761.80	\$ 7,293,777.03
Housing	\$ 2,007,800.00	\$ 1,400,000.00	\$ 2,007,800.00	\$ 2,078,073.00	\$ 2,150,805.56	\$ 2,226,083.75
Meal Plans	\$ 1,981,000.00	\$ 1,425,000.00	\$ 1,981,000.00	\$ 2,050,335.00	\$ 2,122,096.73	\$ 2,196,370.11
Hospitality	\$ 486,000.00	\$ 281,207.00	\$ 517,000.00	\$ 535,095.00	\$ 553,823.33	\$ 573,207.14
Bookstore	\$ 78,500.00	\$ 162,971.00	\$ 130,500.00	\$ 135,067.50	\$ 139,794.86	\$ 144,687.68
Potter Center	\$ 351,000.00	\$ 531,639.00	\$ 420,000.00	\$ 434,700.00	\$ 449,914.50	\$ 465,661.51
CCE	\$ 100,000.00	\$ 238,904.00	\$ 199,000.00	\$ 205,965.00	\$ 213,173.78	\$ 220,634.86
Federal Grants	\$ 9,200.00	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts	\$ 1,313.00	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ 257,848.00	\$ 357,815.00	\$ 338,000.00	\$ 349,830.00	\$ 362,074.05	\$ 374,746.64
Rental Income	\$ 120,000.00	\$ 237,094.00	\$ 93,000.00	\$ 96,255.00	\$ 99,623.93	\$ 103,110.76
Transfers	\$ 15,000.00	\$ 36,405.00	\$ 15,000.00	\$ 15,525.00	\$ 16,068.38	\$ 16,630.77
Revenues Total	\$ 53,758,639.00	\$ 53,749,579.00	\$ 56,487,179.00	\$ 58,283,869.43	\$ 60,139,064.16	\$ 62,054,700.07
Expenses						
Wages	\$ 19,332,150.00	\$ 16,889,390.00	\$ 19,825,241.50	\$ 20,419,998.75	\$ 21,032,598.71	\$ 21,663,576.67
Retirement	\$ 5,226,504.00	\$ 5,742,994.00	\$ 5,905,731.12	\$ 6,513,399.66	\$ 6,678,801.65	\$ 6,849,165.70
Fringe Benefits	\$ 3,550,999.00	\$ 3,208,984.00	\$ 3,646,681.16	\$ 3,879,799.76	\$ 3,996,193.75	\$ 4,116,079.57
Services Staffing Agency	\$ 3,751,072.00	\$ 3,984,786.00	\$ 3,558,735.00	\$ 3,665,497.05	\$ 3,775,461.96	\$ 3,888,725.82
Services	\$ 4,567,297.00	\$ 5,856,850.00	\$ 4,846,887.00	\$ 4,992,293.61	\$ 5,142,062.42	\$ 5,296,324.29
Materials	\$ 3,653,410.00	\$ 3,208,433.00	\$ 3,192,238.00	\$ 3,288,005.14	\$ 3,386,645.29	\$ 3,488,244.65
Cost of Goods	\$ 1,260,700.00	\$ 1,443,475.00	\$ 1,777,900.00	\$ 1,831,237.00	\$ 1,886,174.11	\$ 1,942,759.33
Course Materials	\$ -	\$ 416,548.00	\$ 436,100.00	\$ 449,183.00	\$ 462,658.49	\$ 476,538.24
Rent, Utilities, Insurance	\$ 1,812,477.00	\$ 2,087,930.00	\$ 1,975,375.00	\$ 2,034,636.25	\$ 2,095,675.34	\$ 2,158,545.60
Other Operating	\$ 3,563,180.00	\$ 3,389,105.00	\$ 4,569,378.00	\$ 4,706,459.34	\$ 4,847,653.12	\$ 4,993,082.71
Transfers Out Plant	\$ 3,162,654.00	\$ 3,613,523.00	\$ 2,621,160.23	\$ 2,356,855.87	\$ 3,666,978.52	\$ 4,003,228.18
Transfers Out Debt	\$ 3,457,494.00	\$ 3,457,494.00	\$ 3,579,752.00	\$ 3,577,944.00	\$ 2,582,544.00	\$ 2,575,244.00
Capital Outlay	\$ 420,700.00	\$ 441,067.00	\$ 552,000.00	\$ 568,560.00	\$ 585,616.80	\$ 603,185.30
Expenses Total	\$ 53,758,637.00	\$ 53,740,579.00	\$ 56,487,179.00	\$ 58,283,869.43	\$ 60,139,064.16	\$ 62,054,700.07
Income over (under) expenses	\$ 2.00	\$ 9,000.00	\$ -	\$ 0.00	\$ (0.00)	\$ 0.00



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Monitoring CEO Performance 8.1 EL-05 Asset Protection – Evidence Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-05 Asset Protection</p>
<p>Description:</p>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-05 Asset Protection.</p> <p>You will note that my report indicates <u>full compliance</u> according to previously established and approved interpretations.</p> <p>I will respond to any questions you have about the report.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Board assessment of the report for Policy EL-05 for evidence of full compliance with a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

Monitoring Report: EL – 05 Asset Protection

[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 Executive Limitations Policy: Asset Protection – EL-05. I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy

Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

05.13.24

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

Date

POLICY STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the preceding statement by the following list, the CEO shall not:

- 1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.**

I have interpreted “inadequate insurance” in policy items #1.1 (including 1.1.1 and 1.1.2) to 1.2. Compliance with these items below constitutes compliance with this policy.

- 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.**

INTERPRETATION:

I have interpreted “insufficient scope of perils” in policy items 1.1.1 and 1.1.2 below. I am further interpreting the scope of perils to include disruption of College operations, due to unpredictable events or ‘Acts of God’ (i.e., force majeure), as well as exposure to danger or serious danger.

Compliance with this policy will be demonstrated when insurances of the College, in particular its ‘Umbrella Insurance’, for disruption of college operations, is consistent with coverage limits standards for an institution our size, type, and scope, as well as when items 1.1.1 and 1.1.2, (below) are fully compliant.

This interpretation is reasonable because it is consistent with the recommendations of the College’s insurance consultant, and the Michigan Community College Risk Management Authority (MCCRMA) standards of coverage.

EVIDENCE:

A review of the umbrella insurance policy on 04.23.24 by the CFO confirmed that the policy provides coverage for a total limit of \$10MM per each occurrence, or each claim limit, with a general aggregate limit of \$10MM.

1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.

INTERPRETATION:

I have interpreted compliance to be demonstrated when a schedule property of values is updated and signed each year, computing the blanket limit of coverage for buildings and contents, and that the College is in possession of insurance coverage documents to those amounts.

This interpretation is reasonable because it is based on insurance industry standards for current replacement blanket insurance on building and contents.

EVIDENCE:

A review of the College’s facility insurance policy on 04.23.24 by the College’s CFO confirmed that the blanket building limit is \$486,012,591 and the content blanket limit is \$26,155,577. At this level, all buildings would be replaced in a 100% catastrophic event.

1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The College is in possession of an insurance policy providing for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets.
- b) The levels/type of insurance coverage provided is consistent with the range recommended by the insurance industry consultant (see insurance type and current insurance coverage schedule below).

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000
Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

This interpretation is reasonable because the assessment of adequate insurance is provided by a third-party independent insurance consultant, as noted in the schedule above) is an

accepted industry standard.

EVIDENCE:

A review of the associated College insurance policy on 04.23.24 by the College CFO confirmed that the policy provides for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets as outlined in 1.1.2.b.

1.2. Permit the organization to have inadequate privacy/cyber insurance.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The operational and disruptive threat of Cyber Security is mitigated using preventative controls and insurance protections are consistent with what was identified in the annual cyber security audit. This level of control will include the annual review of a Maintenance of Operations plan; and
- b) Insurance levels are consistent with the Michigan Community College Risk Management Authority (MCCRMA) standards of coverage for Cyber Liability.

This interpretation is reasonable because the insurer is a third-party expert and provides the College with an independent assessment of what adequate insurance is in the current environment, as well as what constitutes an appropriate Maintenance of Operation plan, which is required before any cyber insurance can be issued.

EVIDENCE:

- a) The College's CIO confirmed on 04.29.24 that all application and data have been migrated to the Google Cloud Platform. This provides the College with state-of-the-art data backup and recovery to protect against ransomware and other cyber-attacks. The environment is HIPAA, PCI, ISO (27001, 27017, 27018), and SOC (1,2,3) compliant. To address recent audit findings the IT department is enhancing policies and procedures to improve access controls. Also, increasing communication and training around security awareness.
- b) The CFO confirmed on 04.23.24 that the College's current CyberRisk Coverage is \$3MM aggregate limit with \$30K retention/deductible.

2. **Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.**

INTERPRETATION:

I interpret the level of adequate insurance (i.e., E & O for the board, as well, as other liability insurances for staff and related parties) to be determined by an industry expert, in this case, the Michigan Community College Risk Management Authority (MCCRMA) and their standards of coverage determinations, and such policies are currently in place and on file.

This interpretation is reasonable because the insurer is a third-party expert and an independent assessment of what adequate insurance is.

EVIDENCE:

The College's CFO confirmed on 4.23.24 that the College's current insurance policy provides for Employment Practices Liability coverage with \$1MM limit for each wrongful employment act/occurrence and \$5MM in aggregate.

3. **Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has a professional activity form (i.e., pre-approval documentation) on file, granting approval to travel on behalf of the College. Further, that this form is utilized by persons traveling on College business.
- b) Employees are provided access to information about applicable travel insurance coverages prior to their approved travel.
- c) Coverages are consistent with 3rd party consultants' recommendations based on industry standards.

This interpretation is reasonable because prior approval to travel, as well as provisions for applicable travel insurance, is a standard practice among higher education institutions.

EVIDENCE:

The CFO confirmed on 5.3.24 that the College has a Travel and Mileage policy which

includes language on the use of a professional activity form (PAF). The PAF must receive advance approval before travel occurs. For international travel, travelers are provided a Global Assistance ID card.

4. Allow the College to have insurance for theft and crime coverage that is less than community college industry standards.

INTEPRETATION:

I have interpreted that compliance will be demonstrated when the College is ensuring its theft and crime coverages are at a level, identified by the College's the 3rd party insurance consultant, as standard for an institution our type, size, and scope.

This interpretation is reasonable because it is not only a standard practice utilized by higher education institutions, but that the recommendations for coverage levels are provided by a third-party industry consultant.

EVIDENCE:

A review of the College's insurance policy on 04.30.23 by the CFO confirms the policy provides for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets as follows:

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000
Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the ‘unnecessary exposure to claims of liability’ are addressed in item 5.1 below, as well as when all College Trustees and employees have received required training on Title IX, Sexual Harassment Prevention, and the Jackson College Code of Ethics, as constituting compliance with this policy.

This interpretation is reasonable because said training is required by the United States Department of Education.

EVIDENCE:

The COO confirmed on 04.29.24 that all employees, including adjunct faculty, are required to complete the Title IX training upon hire, as well as on an annual basis thereafter. 99.6 % of employees completed the training during this reporting period. Board members are also required to complete the training annually and 50% of board members completed the training during this reporting period.

5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.

INTERPRETATION:

I am interpreting the phrase “material contracts or material internal human resource documents” to include all Labor Agreements and all contracts with vendors and organizations, to have a direct or indirect financial liability of \$100,000 or more. I have further interpreted that compliance will be demonstrated when:

- a) A random statistical sampling of contracts is reviewed by the College’s Internal Auditor to confirm all associated contracts greater than \$100,000 are reviewed by legal counsel prior to contract signing.
- b) A random statistical sampling of contract documents, reviewed by the College’s Internal Auditor, reveal that performance bonds for contracts of \$100,000 or greater with vendors the College does not have established relationships with, are on file in the College’s Business Office.

This interpretation is reasonable because all labor agreements, and all contracts with vendors are reviewed by the College’s legal counsel and are additionally reviewed and signed by the College President. Further, all union labor agreements

are executed by the Board of Trustees. Finally, all performance bonds for \$100,000 projects and higher with vendors the College does not have established relationships with, include liability protections for the College, ensuring that work is performed of a nature and timeline consistent with the contract.

EVIDENCE:

The College CFO confirmed the following on 4.23.24:

- a) Current practice requires that all contracts are reviewed by Legal Counsel.
- b) Facilities/Plant project bids always include language regarding proposal guarantee (i.e., bid bond) and contract security (i.e., performance and labor & material payment bond).

6. Receive, process, or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.

INTERPRETATION:

I am interpreting fraud protection, involving the receipt, process, or distribution of funds to be achieved when adequate crime (i.e., fraud) insurance is filed and current, as well as when both internal and external auditors confirm adequate internal controls are in place. I have further interpreted policy compliance to be demonstrated when:

- a) The external auditors do not find any deficiency in the internal controls process, as part of their annual audit; and
- b) Any deficiency noted in internal controls is corrected within 90 days.

This interpretation is reasonable because the use of internal and external third-party auditors to examine, evaluate, and recommend improvements and/or corrections to fraud protection practice is not only a higher education industry standard, but is also that standard for non-profit organizations.

EVIDENCE:

The College CFO confirmed the following on 4.23.24, which are being implemented by the Business Office:

- a) The results of the Internal Control Remediation and Data Testing completed by Plante Moran included four recommendations:
 - The Comptroller or designee should perform a monthly review of the direct deposit changes, bank account change, and vendor record changes. The review is in the process of being embedded into normal Business Office operations. This process is in development.
 - Jackson College should consider an ERP system upgrade so that changes can be made without deletion of data. Leveraging the work through the Process

Redesign and Reimagine project to help address this recommendation. This only applies to a student “vendor” when the student forgets their previous banking information in the system.

- Jackson College should create an approved vendor listing, so that the business office has familiarity with approved vendors and will be able to easily identify unapproved vendors. Leveraging the work through the Process and Reimagine project to help address this recommendation. This improvement is making great strides with a standard operating procedure in place to update vendors on an annual basis. This will also be improved with the launch of self-service requisitions and payment requests.

b) Cash controls continue to remain in compliance.

7. Make any purchases that do not result in an appropriate level of quality, after- purchase service and value for the dollar expended, or do not provide opportunity for fair competition.

I have interpreted this policy to be in compliance when, purchasing practices utilized within the College, are consistent with those of like-sized, industry comparable institutions, within the Michigan Community College Association (i.e., Group II, MCCBOA), as well as when items 7.1, 7.2, 7.3, and 7.4 (below) are fully in compliance.

This interpretation is reasonable because it ensures the attention to all items below, but also that the College purchasing processes are attendant to the structure of Michigan laws, but also that they are evaluated against peer community colleges in the MCCA Group II classification, and in combination with CFO peers in the Michigan Community College Business Officers Association).

7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators annually submit documentation regarding the absence of conflict of interest, or noting occasions wherein an actual or apparent conflict may occur. Further, the College Board of Trustees declare any conflict of interest that may exist in their decision-making prior to the commencement of any board meeting, as provided on the College’s Board agenda;
- b) The external auditor notes there is no conflict of interest in transactions in the past fiscal year among employees or Trustees; and
- c) Material conflicts are disclosed in the annual audited financial report.

This interpretation is reasonable because not only are there formal practices for noting any actual or apparent conflicts of interest, a third-party auditor annual reviews

these practices and conducts annual sampling to determine if any violations of this process have occurred. Finally, regarding the Board of Trustees, such practices are consistent with the national fiduciary standard for Duty of Loyalty among board members.

EVIDENCE:

The College's HR Director confirmed the following on 04.29.24:

- a) Based upon a review of the required conflict of interest forms submitted by administrators, department chairs and the Board of Trustees, 100% of the individuals completed a conflict-of-interest declaration during this reporting period. Documents in the Human Resources/Talent office track all Administrators and Department Chairs, ensuring that they have completed the annual conflict of interest form. All Trustees, during each Board Meetings, as noted in official meeting minutes, declare any potential conflict of interest with Board Agenda items.
- b) The annual audit report for 06.30.23 noted two disclosures of conflicts of interest but neither rose to the level of a conflict of interest; and
- c) For the fiscal year 06.30.23 no conflicts of interest needed to be disclosed.

7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole source' provider. Orders shall not be split to avoid these criteria.

INTERPRETATION:

I have interpreted compliance to be demonstrated when verification has occurred, for those College departments, which have the authority to initiate purchase order requisitions, have transmitted their request for approval through first, their Leadership Council Member, and then through the Business Office. I have further concluded that compliance will be demonstrated when items a, b., and c. (below) are also compliant:

- a) The College's Internal Auditor conducts a review of a statistically valid sample of purchase order requisitions for policy compliance and confirms that all orders approved by the College's Comptroller are compliant with the required bid documentation, or sole source provider documentation if the purchase price is greater than \$100,000;
- b) The College's external auditor annual conducts a statistical sampling of the processes of purchases of \$100,000 or more, for process compliance; and
- c) The administrative purchasing policy is consistent with Board Policy.

This interpretation is reasonable because the process validation is conducted by both internal and external auditors of the College, which is an industry standard approach.

EVIDENCE:

The College CFO confirmed the following on 04.23.24:

- a) Current practice is all contracts are reviewed by Legal Counsel.
- b) The College's external auditor had no findings.
- c) A review of the administrative policy on 4.23.24 by the CFO shows it aligns with the requirements of the board policy.

7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) All College departments and employees with purchasing authority are provided the criteria of this policy;
- b) All College Administrators annually receive, and annually review, the College's purchasing policy in the Administrative Council Meeting annually; and
- c) The members of Leadership Council confirm the policy is being applied in their respective areas of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

EVIDENCE:

On 4.29.24 a message from the CFO was sent to members of the Administrative Council with a requirement to provide an attestation that they have read the Purchasing Policy 1209. On 4.28.24 the College's Leadership Council received the purchasing policy and then required them to provide an attestation that the policy is being applied in their respective areas of responsibility.

7.4 Allow vendors to be without information critical to their receiving equitable consideration in competitive bidding.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) Purchasing departments and their employees with purchasing authority have been provided this policy, which is annually reviewed, to ensure that

purchases at the College are consistent with this criterion; and

- b) The members of the College's Leadership Council confirm the policy is being followed in their respective area of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices relative to vendors ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

EVIDENCE:

On 4.29.24 a message from the CFO was sent to members of the Administrative Council with a requirement to provide an attestation that they have read the Purchasing Policy 1209. On 4.28.24 the College's Leadership Council received the purchasing policy and then required them to provide an attestation that the policy is being applied in their respective areas of responsibility.

8. Allow College intellectual assets, to be unprotected or exposed to loss or significant damage.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when all College logos, names and characters of proprietary nature have registered trademarks or copyrights.

This interpretation is reasonable because registration not only provides legal basis for protecting assets against improper or fraudulent use, but it is an industry standard relative to the protection of intellectual assets.

EVIDENCE:

On 04.29.24 the Chief Operating Officer confirmed that the Men of Merit program and the TCS2 logo continue be copyrighted and trademarked.

9. Endanger the organization's public image, credibility, or its ability to accomplish Board Ends.

INTERPRETATION:

I have interpreted compliance with this policy statement will occur when, I have demonstrated sufficient breadth of operational policies, processes, and training frequency for employees regarding the protection of the College's reputation, as well as when items 9.1 through 9.5 (below) are fully compliant. This is the basis for protecting assets against improper or fraudulent use, but it is an industry standard relative to the protection of intellectual assets.

This interpretation is reasonable because policy and process development, deployment, and training are current industry standard for protection of the College's image and reputation.

9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Institutional (i.e., Regional) and Secondary accreditation agencies confirm that all required data and documentation has been provided by required submission dates; and
- b) The College institutionally, as well as those programs which are accredited by secondary accrediting agencies report that they are in good standing. No Jackson College programs with supplemental accreditation standing regarding accreditation status.

This interpretation is reasonable because both the College's regional accreditor, as well as is secondary program accreditors are external to the College and have defined practices for determining the quality of the College and its program offerings.

EVIDENCE:

On 5.2.24 the Registrar confirmed the College has no show-cause orders, and no programs are currently flagged for concern. The financial review was recently submitted as accepted and approved was for only a monitoring report. CEP applications are pending, but that is a standard request, nothing punitive related.

9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a. All grants considered by the College include agreements which detail the nature of the grant, any match requirement, period of time in which the College is required to expend funds, prior to acceptance. Grant applications requiring organizational matches by the College must be approved by the President before application submittal. Further, all match requirements for the grant must be provided within the annual budgets of the College.
- b. All donations/gifts to the College must be codified by a memorandum of understanding or agreement that outline the nature of the donation/gift, the use of said donation/gift, and define any additional contributions or considerations by the College, prior to acceptance. These MOU's and agreements are signed by the College president and Foundation executive

This interpretation is reasonable because it ensures that, prior to any pursuit of a grant or the rescript of any donation or gift, consideration has been given to obligations of the College and ensure the budgeting of same.

EVIDENCE:

The College's Chief Advancement Officer attested on 5.2.24 that significant work has been completed and is currently underway to ensure that gift acceptance, fundraising and grant application and acceptance processes are in alignment with EL-05 Asset Protection interpretations.

9.3 Publicly position the College in support of, or opposition to, any known political organization or candidate for public office.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Review of public sources leading up to election dates do not reveal or report instances of the College supporting or opposing political organizations or candidates for public office;
- b) All political organizations and candidates for public office are given equal opportunity to speak on campus;
- c) No signage supporting candidates appear on any college property; and
- d) No College employees promote candidates in the classroom, their offices, nor do faculty or other employees promote candidates in their backgrounds on video meetings, internal print or digital communications, on clothing, use of buttons, or other promotional materials, while on college property or when conducting college business.

This interpretation is reasonable because it is the law of the State of Michigan.

EVIDENCE:

The College COO confirmed the following on 04.29.24:

- a) The College did not host any political candidates on campus. No signed agreements (Facilities Rental or Request for Demonstration/Activity on Jackson College Grounds) are on file.
- b) The College did not approve any political candidates/events on campus, therefore no need for an opposing party present.
- c) The Marketing department approves campus signage, and no requests of this type were approved by the department.

- d) No complaints were reported to the HR Office and would have been addressed if brought to the department's attention.

9.4 Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.

INTERPRETATION:

I have interpreted that compliance with this policy will be demonstrated when:

- a) All Leadership Council members and the College President have confirmed that they have not engaged in, created any partnership agreement, or obligated the College in any way with any organization whose principles or practices are incompatible with those of the College, or that are unaligned with the College's mission, vision, values, and belief statements.
- b) If an incompatibility is discerned, the College President will make the final determination as to the cessation of the relationship with the offending party, understanding that the contractual and legal nature of the relationship, if present, must be adhered to, relative to contract cessation requirements.

This interpretation is reasonable because only the Leadership Council members and the President are allowed to enter into contractual relationships.

EVIDENCE:

On 04.23.24 the College CFO sent a communication to members of the Leadership Council to attest that they have not developed or continued collaborative relationships with organizations whose principles or practices are incompatible with those of the College.

This was affirmed by all LC members.

9.5 Allow relationships with Owners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of Ends.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) A review of tracking software and/or consultation with student support offices confirm there is no outstanding, or unresolved issues with students with the College's Student Resolution Advocate or with the College's Judicial Committee;
- b) There are no unresolved or public relations matters that have not been addressed; and
- c) The College has a process to address other Owner/stakeholder concerns, including Freedom of Information Requests (FOIA), and that all are addressed within a reasonable period of time, even though a resolution may not be possible.

This interpretation is reasonable because such practices represent a common industry-based approach. Further, a record of such engagements is retained for validation in each of the aforementioned offices. Matters of resolving FOIA requests are defined by State law and are addressed by the College's Chief Operating Officer.

EVIDENCE:

The College's COO confirmed the following on 04.29.24:

- a) There were no outstanding issues aside from appeals requiring more documentation from the student and or current semester grades to post.
- b) The Chief Operating Officer confirmed on 04.29.24 that there are currently no outstanding negative public relations coverage/concerns.
- c) The COO also confirmed on 04.29.24 that each FOIA (i.e., Freedom of Information Act) request has been responded to within the timeframe established by State law.

10. Change the organization's name or substantially alter its identity in the community.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) On those occasions wherein a name is changed, it is noted by action of the Board of Trustees, as approved and recorded in the minutes;
- b) Proposed name changes are requested of and approved by the Higher Learning Commission;
- c) Proposed name changes are requested of and approved by the Michigan State Department Education; and
- d) Any change in the name, image, and likeness, or positioning of the College identity, is supported by a Board motion approved and recorded in the minutes.

This interpretation is reasonable because it is a requirement of the aforementioned authorities to advance a name change.

EVIDENCE:

The College COO confirmed the following on 04.29.24 that there has been no name change or identity alterations for this reporting period.

11. Create or purchase any subsidiary corporation.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The establishment or purchase of any subsidiary corporation is documented on a College Board of Trustees agenda for consideration, and is subsequently placed in the minutes of the Board meeting at which it was approved; and
- b) The Board's auditor confirms that there has been no purchase or creation of a subsidiary corporation without prior approval by the Board of Trustees.

This interpretation is reasonable because the Board of Trustees has retained the authority of the decision for the purchase of a subsidiary corporation and all Board decisions must report a duly recorded motion and the vote to approve such a decision.

EVIDENCE:

The College COO confirmed the following on 04.29.24 that there has been no purchase or creation of a subsidiary corporation during this reporting period.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Monitoring CEO Performance 8.2 EL-06 Investments – Evidence Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-06 Investments</p>
<p>Description:</p>
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-06 Investments.</p> <p>You will note that my report indicates <u>full compliance</u> according to previously established and approved interpretations.</p> <p>I will respond to any questions you have about the report.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Board assessment of the report for Policy EL-06 for evidence of full compliance with a reasonable interpretation of the policy.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

Monitoring Report: EL – 06 Investments

[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 Executive Limitations Policy: “Investments”. 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.

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

05.13.24

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

Date

POLICY STATEMENT:

The CEO shall not permit investments that are inconsistent with federal, state, or local laws, nor to be managed in a way that is inconsistent with the primary investment objectives of capital preservation and reasonable growth.

INTERPRETATION:

I have interpreted this policy statement to mean that any investments that are made by the College must not only adhere to all applicable laws for a public community college, but that any investments should be of low risk, with the interior of additional revenue generation. Further, I interpret that this investment work should be undertaken using an independent, qualified, third-party fund manager, with investment decisions made in consultation of the College administration.

This interpretation is reasonable because a licensed, (qualified) third-party investing agent is not only familiar with applicable laws, but that they are more skilled in the matters of investing are more likely to direct the College toward revenue growth.

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

- 1. Permit investments, or other alternatives for generating a return on cash, to be managed without the active involvement of well-qualified investment advisors with a proven track record, who are independent of any investment fund.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has an appointed Asset Management Administrator, who can also provide a knowledgeable custodian for the College's funds.
- b) The College utilizes well-qualified investment advisors who make the securities purchases, who are also independent of any investment fund.

This interpretation is reasonable because the investment of the College's available funds are achieved by a bonded, legally accountable trust administrator, and secondary fund custodian. Further such investment recommendations are acted upon, based upon recommendations of an independent securities advisor.

EVIDENCE:

- a) The College CFO confirmed on 04.23.24 that Comerica Financial Advisors, and both Financial Advisors, Kyle Rademaker and Chris Theut, have extensive knowledge and history with serving public funds investment clients. The CFO also confirmed on 04.22.24 that MILAF has active involvement of well-qualified investment advisors with a proven track record, who are independent of any investment fund. Also, the Michigan Liquid Asset Fund Plus (MILAF+) program was verified to provide a knowledgeable custodian.
- b) The College CFO confirmed on 04.23.24 that neither Comerica Financial Advisors and/or it's Financial Advisors, are engaged or participate, in any form of soft-dollar arrangements with any of the Firms approved fund companies or investment providers. On 04.22.24 the CFO confirmed that the College is currently utilizing the MILAF+ investment fund.

1.1. Permit the advisor to take title to any assets.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has engaged the use of a fund advisor, who is not also the fund custodian;
- b) The funds held by the asset custodian, and security purchases made by

investment advisor, are held in the Colleges name only.

This interpretation is reasonable because of the way and structure of how the investments are managed.

EVIDENCE:

- a) The College CFO confirmed on 04.23.24 that Comerica Financial Advisors utilizes Ameriprise Financial as its custodian, and they are responsible for holding the assets on behalf of their clients. The CFO confirmed on 04.22.24 with MILAF+ that the College is engaged in the use of a fund advisor, who is not also the fund custodian.
- b) The CFO confirmed on 04.23.24 that the College's account holdings with Comerica Financial Advisors are held in a segregated account on their behalf. On 04.22.24 the CFO confirmed with MILAF+ that the funds held by the asset custodian, and security purchases made by investment advisor are held in the College's name only.

1.2. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed-to fees, or at the s specific direction of the College's Chief Financial Officer or President.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Fees are specified in the agreements of the engaged financial and asset management organizations.

This interpretation is reasonable because the way the fees are structured, the available reporting, and that the agreements are legally binding instruments between the College and the third-party organizations.

EVIDENCE:

- a) The CFO confirmed on 04.23.24 that the Colleges account with Comerica Financial Advisors is a transactional and non-advisory account and as so there are no active management fees. On 4.22.24 CFO confirmed with MILAF+ that the College is invested in the MILAF+ Fund, and as such, the fees within the fund are disclosed in the MILAF information Statement, and that there are no fees outside the fund.

2. Permit investments that are insufficiently liquid to meet the organization's anticipated expenditures without incurring penalties.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Investment maturity dates are structured to mature at times that meet cash flow needs of the College based upon a planned schedule; and
- b) The actual interest-based revenue return matches the anticipated return without penalties for withdrawal.

This interpretation is reasonable because it maximizes the return on the investment and is compliant with the Community College Act.

EVIDENCE:

- a) The CFO confirmed on 04.23.24 that maturity dates on investments are structured to mature at times that meet the College's cash flow needs.
- b) The CFO confirmed on 04.23.24 that the College's account with Comerica Financial Advisors is a transactional brokerage account, and as such there is no stated or guaranteed rate of return. The CFO confirmed on 04.22.24 that MILAF+ has no penalties for withdrawal.

3. Permit the investment of cash accounts (or operating capital) in anything other than what is defined in the Community College Act section 389.142 as being permitted by a Michigan community college.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

The College's participation in investment activities is done via an investment pool composed entirely of investment instruments that are legal for direct investment by a community college and or purchased from a securities organization who only offers Jackson College legal direct investments by a community college.

This interpretation is reasonable because Michigan state law defines what is permissible for a community college investments.

EVIDENCE:

- a) The CFO confirmed on 04.23.24 that Comerica Financial Advisors, and the assigned Financial Advisors, Kyle Rademaker and Chris Theut, take

steps, to the extent possible, to ensure the investments offered to the College are compliant with both State investment codes and the College's specific investment policy. The CFO also confirmed with MILAF+ on 04.22.24 that all investments meet Community College's legal requirements.

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: May 13, 2024</p>



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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>8.0 Monitoring CEO Performance 8.3 CEO Monitoring Compliance Schedule & Summary</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</p>
<p>Description:</p> <p>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.</p> <p>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).</p>
<p>Requested Board Action:</p>
<p>Discussion surrounding the CEO's compliance review.</p>
<p>Action Taken:</p>



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 Board ENDS	8.14.23	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 8.14.23
EL – 00 General Executive Constraint	8.14.23	Yes	n/a	n/a	n/a	n/a	Compliant 8.14.23
EL – 01 Treatment of Students	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23



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
EL – 02 Treatment of Staff	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24 Policy Review, Interpretation s Review & Monitoring postponed per the Board as of 9.11.23
EL – 03 Planning	6.12.23	Yes		n/a	n/a	n/a	Compliant 6.12.23
EL – 04 Financial Conditions & Activities	11.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 11.13.23
EL – 05 Asset Protection	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23



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
EL – 07 Compensation and Benefits	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 08 Communication & Support to the Board	11.13.23	Partial	1.5 Allow the Board to be unaware that, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of Board behavior which is detrimental to the work relationship between the Board and the President.	Within actions during 11.13.23 Board meeting and going forward.	n/a	n/a	Partially Compliant 11.13.23
EL – 09 Organization Culture	1.8.24	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24
EL – 11 Entrepreneurial Activity	3.11.24	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24



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
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24

2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 8, 2024	<p>Review EL-01 Treatment of Learners Review EL-02 Treatment of Staff Review EL-10 Access to Education Review GP-14 Handling Operational Complaints POSTPONED TO APRIL 2024 – Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p>	<p>Monitor EL-09 Organization Culture (CINDY) Monitor EL-07 Compensation & Benefits (CINDY) Monitor GP-13 Special Rules of Order Monitor BCD-02 Accountability of the CEO</p>
February 12, 2024	<p>Review EL-11 Entrepreneurial Activity Review GP-01 Governing Style Review BCD-06 CEO Compensation Review GP-00 Governance Commitment</p>	<p>Monitor EL-01 Treatment of Learners (CINDY/TBD) Monitor EL-02 Treatment of Staff (CINDY) Monitor EL-10 Access to Education (TBD) Monitor GP-14 Handling Operational Complaints POSTPONED TO APRIL 2024 - Monitor GP-11 Linkage with Ownership Monitor GP-15 Handling Alleged Policy Violations</p>
March 11, 2024	<p>Review EL-12 Land Use Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair Review GP-10 Investment in Governance Review BCD-00 Global Board Management Delegation</p>	<p>Monitor EL-11 Entrepreneurial Activity (CINDY/JOHN) Monitor GP-01 Governing Style Monitor BCD-06 CEO Compensation POSTPONED TO APRIL 2024 - Monitor GP-00 Governance Commitment</p>
April 15, 2024	<p>Review EL-05 Asset Protection Review EL-06 Investments Review BCD-05 CEO Succession Review GP-03 Board Planning Cycle & Agenda Control Review GP-12 Board Linkage with External Organizations POSTPONED FROM JAN. 2024 - Review GP-11 Linkage with Ownership POSTPONED FROM FEB. 2024 - Review GP-00 Governance Commitment</p>	<p>Monitor EL-12 Land Use (JASON) Monitor GP-02 Board Job Contributions Monitor GP-04 Role of Board Chair Monitor GP-10 Investment in Governance Monitor BCD-00 Global Board Management Delegation POSTPONED FROM FEB 2024 - Monitor GP-11 Linkage with Ownership POSTPONED FROM MAR 2024 - Monitor GP-00 Governance Commitment</p>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

<p>May 13, 2024</p>	<p>Review EL-03 Planning Review GP-09 Board Code of Conduct</p>	<p>Monitor EL-05 Asset Protection (JOHN) Monitor EL-06 Investments (JOHN) Monitor BCD-05 CEO Succession Monitor GP-03 Board Planning Cycle & Agenda Control Monitor GP-12 Board Linkage with External Organizations</p>
<p>June 10, 2024</p>	<p>Review EL-00 General Executive Constraint Review EN-01 ENDS (TBD)</p>	<p>Monitor EL-03 Planning (JOHN) Monitor GP-09 Board Code of Conduct</p>
<p>August 12, 2024</p>	<p>Review Bylaws Review BCD-03 Delegation to CEO Review BCD-04 Monitoring CEO Performance</p>	<p>Monitor EL-00 General Executive Constraint (PHELAN) Monitor EN-01 ENDS (TBD)</p>
<p>September 9, 2024</p>	<p>Review EL-01 Treatment of Learners Review EL-02 Treatment of Staff Review BCD-01 Unity of Control Review GP-05 Role of Vice Chair Review GP-08 Board & Committee Expenses</p>	<p>Monitor BCD-03 Delegation to CEO Monitor BCD-04 Monitoring CEO Performance</p>
<p>October 14, 2024</p>	<p>Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board</p>	<p>Monitor EL-01 Treatment of Learners (CINDY/TBD) Monitor EL-02 Treatment of Staff (CINDY) Monitor BCD-01 Unity of Control Monitor GP-05 Role of Vice Chair Monitor GP-08 Board & Committee Expenses</p>
<p>November 11, 2024</p>	<p>Review EL-09 Organization Culture Review EL-07 Compensation & Benefits Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p>	<p>Monitor EL-04 Financial Conditions & Activities (JOHN) Monitor EL-08 Communication & Support to the Board (PHELAN)</p>



BOARD OF TRUSTEES PROCESS

Process Type: Board Governance

Process Title: Policy Review

Date Adopted:

Version: 1.0

Date Last Reviewed:

Reviewing Committee: Board of Trustees

To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.

Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.

Procedural Steps:

1. Annually at the Board's Summer Retreat, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet 1 week prior to the Board meeting at which the policy is up for review.
4. The Chief Assistant to the President & CEO will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place at 5:00pm prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.

2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
January 8, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-10</u> Access to Education	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-14</u> Handling Operational Complaints	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-11</u> Linkage with Ownership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 12, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Teshna Thomas Trustee Matt Heins
	<u>BCD-06</u> CEO Compensation	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Teshna Thomas Trustee Matt Heins
March 11, 2024	<u>EL-12</u> Land Use	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-02</u> Board Job Contributions	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-04</u> Role of Board Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-10</u> Investment in Governance	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-00</u> Global Board Management Delegation	Trustee Phil Hoffman Vice-Chair Sheila Patterson
April 15, 2024	<u>EL-05</u> Asset Protection	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Teshna Thomas Trustee Matt Heins

	<u>BCD-05</u> CEO Succession	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Teshna Thomas Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Teshna Thomas Trustee Matt Heins
May 13, 2024	<u>EL-03</u> Planning	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-09</u> Board Code of Conduct	Trustee Donna Lake Trustee Chris Simpson
June 10, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EN-01</u> ENDS	Trustee Phil Hoffman Vice-Chair Sheila Patterson
August 14, 2024	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2024	<u>EL-01</u> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>EL-02</u> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>BCD-01</u> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-05</u> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-08</u> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
October 16, 2024	<u>EL-04</u> Financial Conditions & Activities	Trustee Teshna Thomas Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Teshna Thomas Trustee Matt Heins

<p>November 13, 2024</p>	<p><u>EL-09</u> Organization Culture</p>	<p>Trustee Donna Lake Trustee Chris Simpson</p>
	<p><u>EL-07</u> Compensation & Benefits</p>	<p>Trustee Donna Lake Trustee Chris Simpson</p>
	<p><u>GP-13</u> Special Rules of Order</p>	<p>Trustee Donna Lake Trustee Chris Simpson</p>
	<p><u>BCD-02</u> Accountability of the CEO</p>	<p>Trustee Donna Lake Trustee Chris Simpson</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Monitoring Board Performance 9.1 GP-03 Board Planning Cycle & Agenda Control – Board Survey Review</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control</p>
<p>Description:</p>
<p>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.</p> <p>The intention is effort to assist Members in assessing the Board’s compliance with Governance Process and Board CEO Delegation policies. The Board 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.</p> <p>Enclosed are the results to help guide the board’s discussion.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the results to determine compliance with policy statements and any changes that might be needed.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

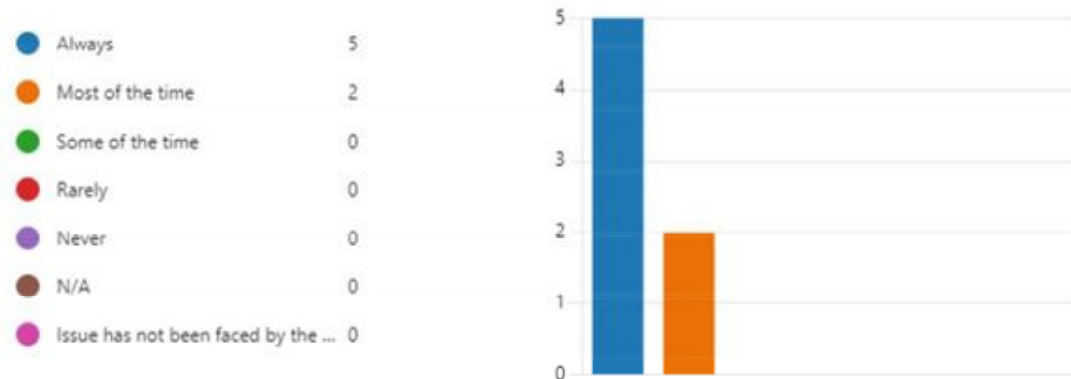
BOARD SELF-MONITORING SURVEY RESULTS: GP-03 Board Planning Cycle and Agenda Control DATE: 05.06.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

To accomplish its job products with a Policy Governance style consistent with Jackson College Board of Trustee's policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work. The Board of Trustees shall:

Have we acted consistently with this item of policy?

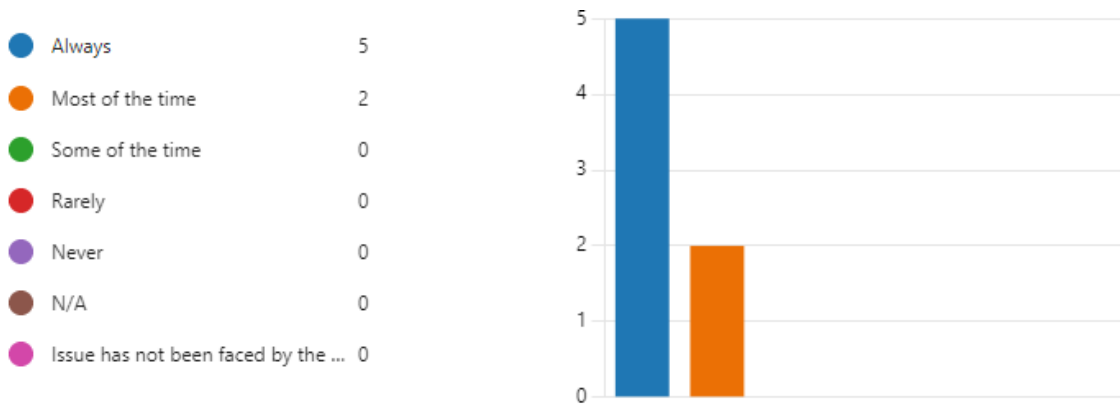


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: Maintain control of its own agenda by developing an annual schedule.*

Have we acted consistently with this item of policy?

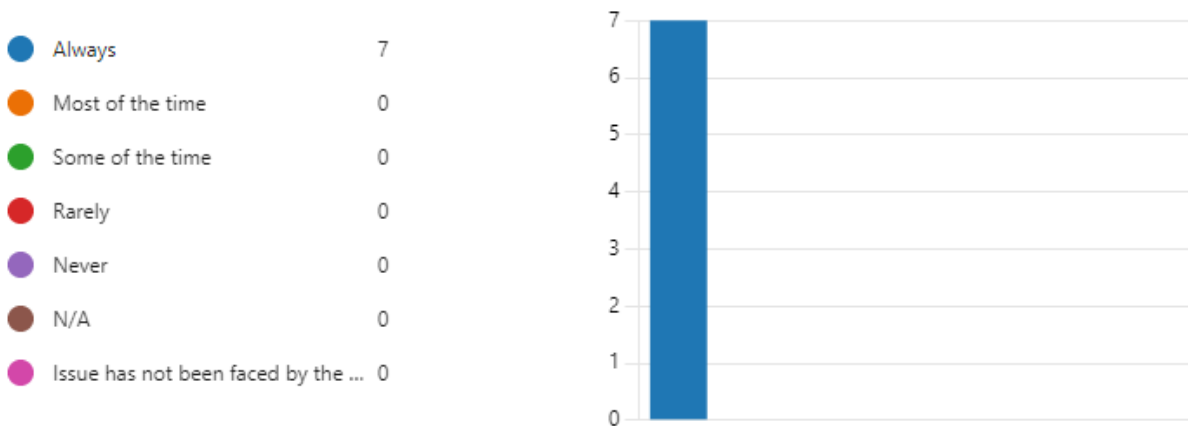


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **1.1: Review ENDS policy(ies) in a timely fashion which allows the CEO to build an institutional budget based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends.**

Have we acted consistently with this item of policy?

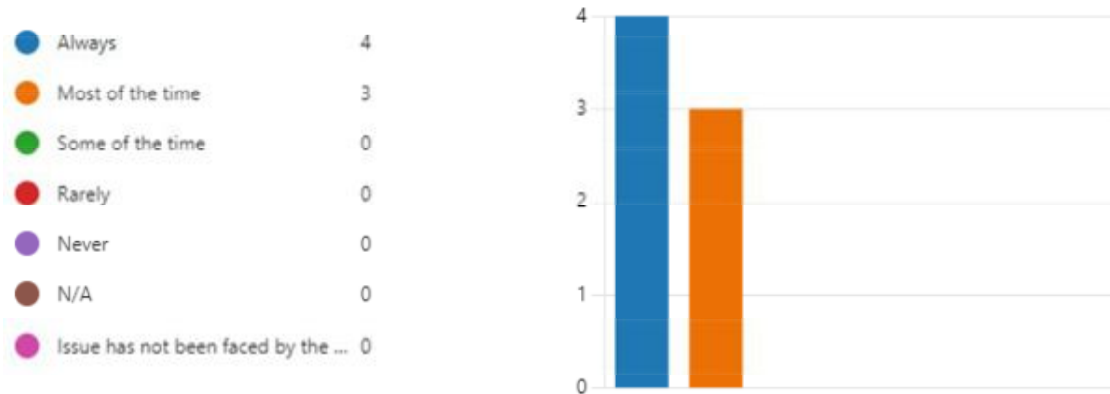


7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **1.2: Maintain a linkage with the Ownership to gain a representative mix of Owner values, perceptions and expectations, prior to the above review.**

Have we acted consistently with this item of policy?

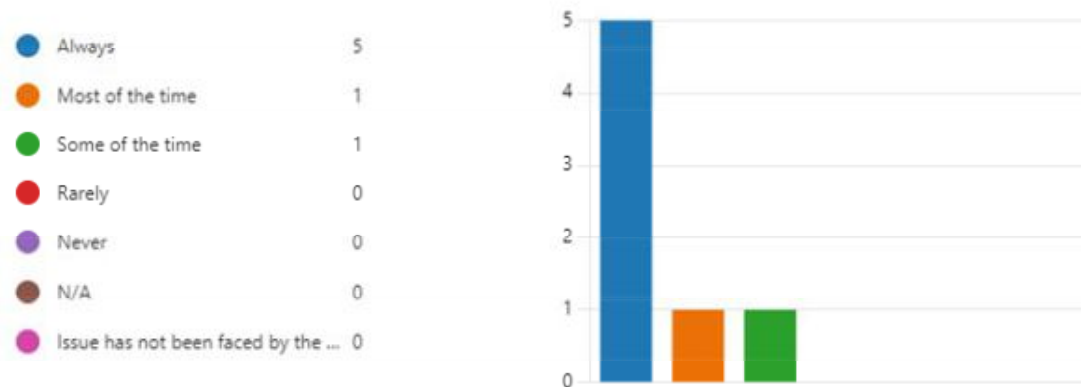


9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **1.3: Engage in education and professional development related to Policy Governance, as well as the development and revision of ENDS. The Board will consider including environmental scanning, review of professional articles and publications, conference attendance, participation in presentations by thought leaders or experts, and activities which develop strategic foresight.**

Have we acted consistently with this item of policy?

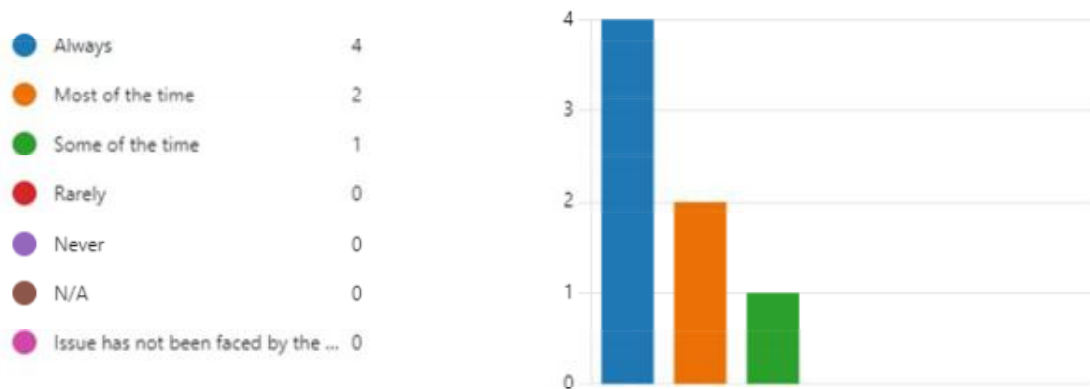


11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **1.4: Consider risk assessment, including probability of risks, and the relative impact of particular risks, as background context for policy review.**

Have we acted consistently with this item of policy?

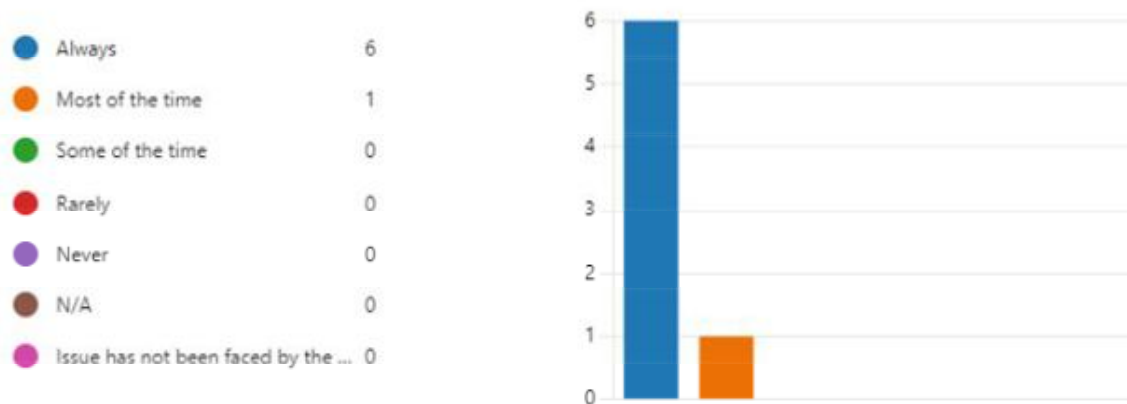


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **1.5: Conduct a review of selected Executive Limitations, Governance Process and Board – CEO Delegation policies, consistent with a multi-year schedule that includes all Board policies.**

Have we acted consistently with this item of policy?



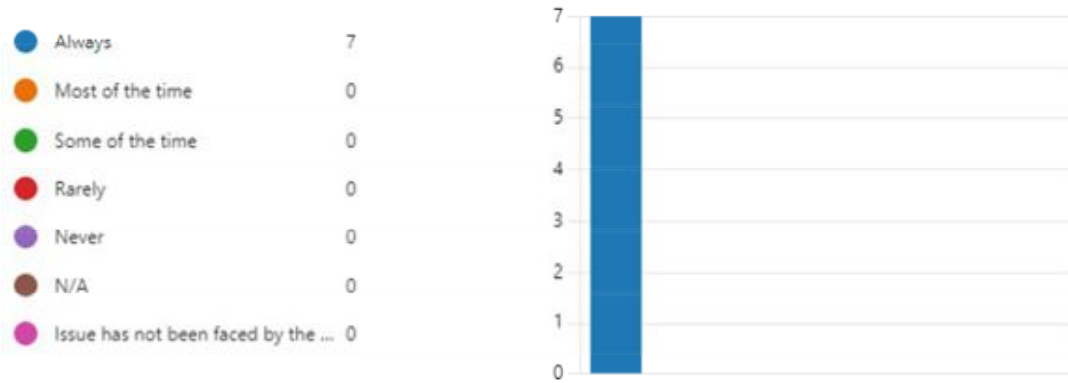
15. Provide specific representative examples to support your above response when applicable.

- N/A

16. **1.6: Conduct a self-evaluation of the Board’s own compliance with selected Governance Process and Board – CEO Delegation policies, consistent with the**

schedule in the policy Investment in Governance such an evaluation will constitute the Board's MEANS and governance performance monitoring.

Have we acted consistently with this item of policy?

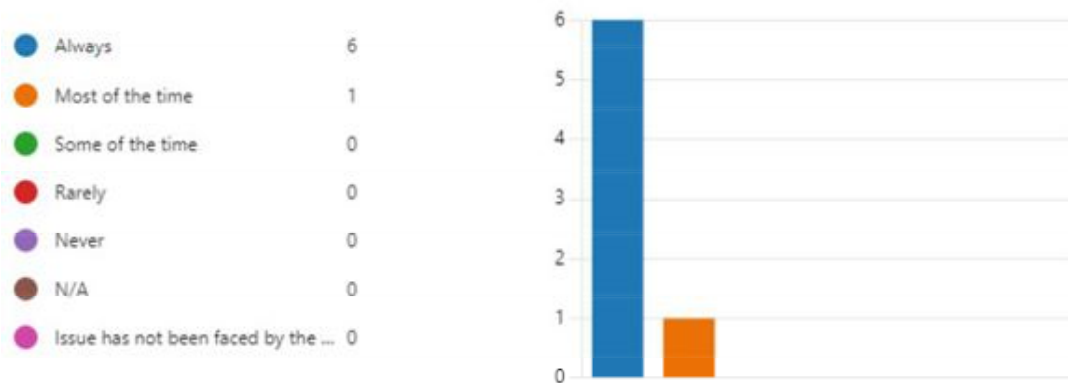


17. Provide specific representative examples to support your above response when applicable.

- N/A

18. **1.7: Ensure the documentation of monitoring compliance by the CEO with Executive Limitations and Ends policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.**

Have we acted consistently with this item of policy?

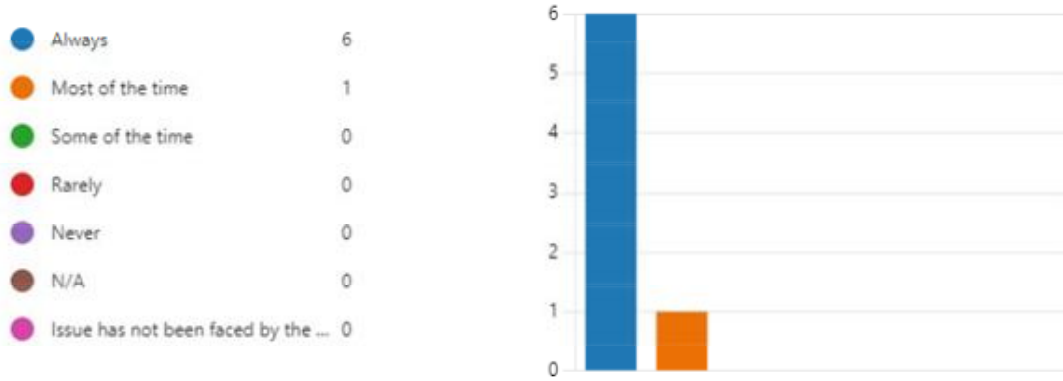


19. Provide specific representative examples to support your above response when applicable.

- N/A

20. **1.8: Attend two planning sessions annually, one held no later than November, the second held no longer than May.**

Have we acted consistently with this item of policy?

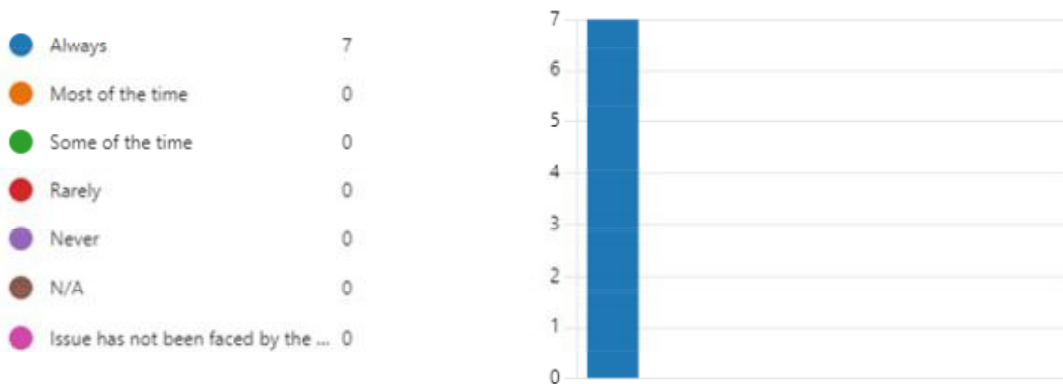


21. Provide specific representative examples to support your above response when applicable.

- N/A

22. **1.9: Ensure that no later than June, the College’s tuition, fee-setting, and the levy and collection of taxes is presented in an annual budget for approval by the Board.**

Have we acted consistently with this item of policy?



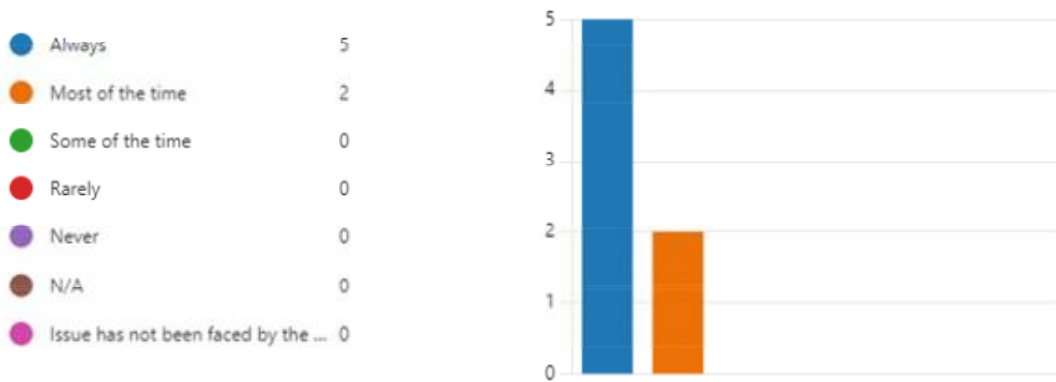
23. Provide specific representative examples to support your above response when applicable.

- N/A

24. **2.0:** *Based on the outline of the annual schedule, the Board delegates to the Board Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened. Screening questions shall include:*

- *Clarification as to whether the issue clearly belongs to the Board or the CEO.*
- *Identification of what category an issue relates to Ends, Executive Limitations, Governance Process, Board-President Delegation.*
- *Review of what the Board has already said in this category (i.e., via policy review), and how the current issue is related.*

Have we acted consistently with this item of policy?

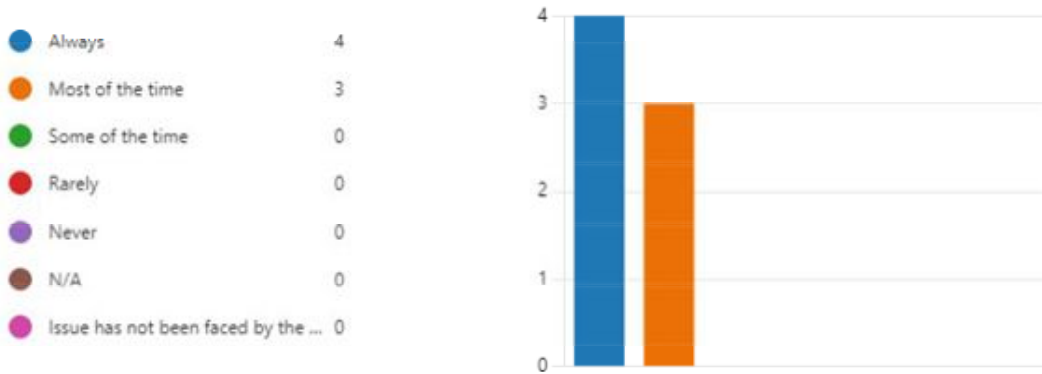


25. Provide specific representative examples to support your above response when applicable.

- N/A

26. **3.0:** *Throughout the year, the Board will work to limit the number of, and attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda. Deliberation, if any, will only be in regard to whether or not the CEO' decision complies with relevant Board policies.*

Have we acted consistently with this item of policy?



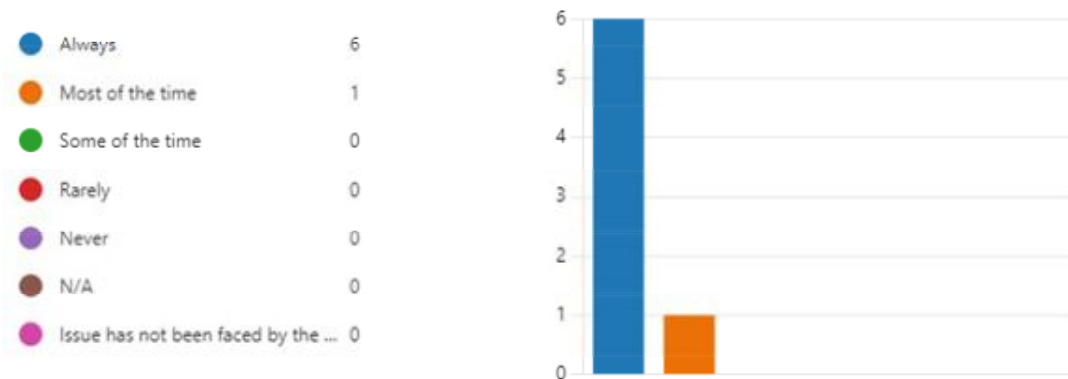
27. Provide specific representative examples to support your above response when applicable.

- N/A

28. **4.0: The Board shall cause to have developed a Board Calendar/Work Plan. Said document shall:**

- **Identify strategic topics for Board discussion which relate to Board Policy outcomes, particularly ENDS, as well as, effectiveness measures, and other considerations which strengthen the College’s strategic direction;**
- **Ensure compliance with College Board Policies which require monitoring reports to, and/or action, by the Jackson College Board of Trustees; and**
- **Schedule discussion topics in a sequence leading to the College’s strategic direction, Ownership-Linkage priorities, budget adoption, and achievement of the Board’s ENDS.**

Have we acted consistently with this item of policy?

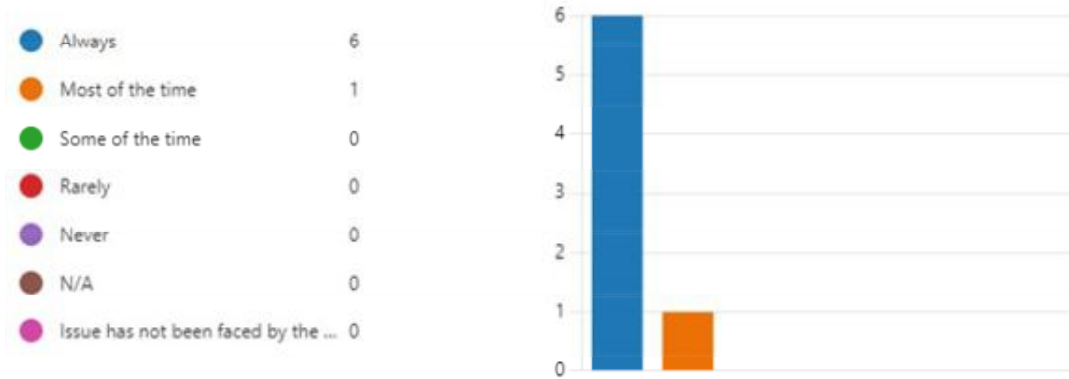


29. Provide specific representative examples to support your above response when applicable.

- N/A

30. **5.0: To accomplish its job outputs with a Policy Governance style consistent with Board policies, the Board will follow an annual agenda which (a) contemplates a re-exploration of ENDS, and Board Policies annually; and (b) continually improves its performance through attention to Board education and to enriched input and deliberation. To that end:**

Have we acted consistently with this item of policy?

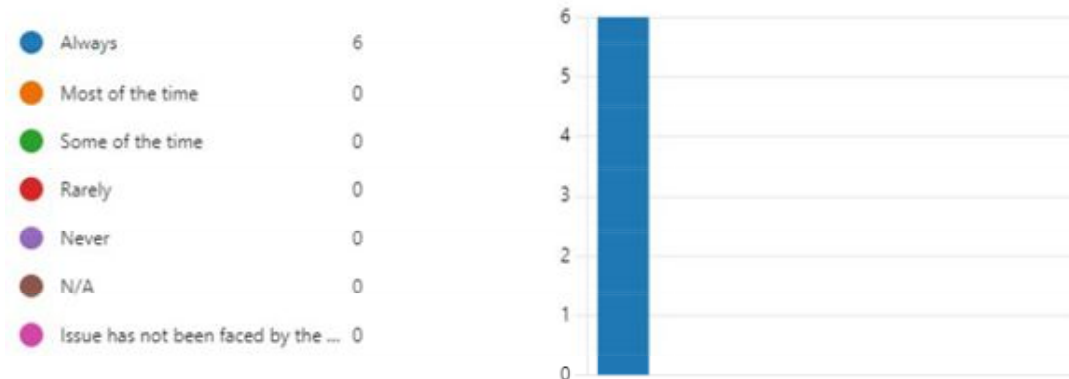


31. Provide specific representative examples to support your above response when applicable.

- N/A

32. **5.1: The Board's planning and calendar cycle will conclude each year on the last day of June of each year in order that administrative budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision. Long-range planning will be addressed annually on a fiscal year basis. At its Spring Planning Session, the Board will develop its agenda for the ensuing one-year (i.e., fiscal year) period;**

Have we acted consistently with this item of policy?

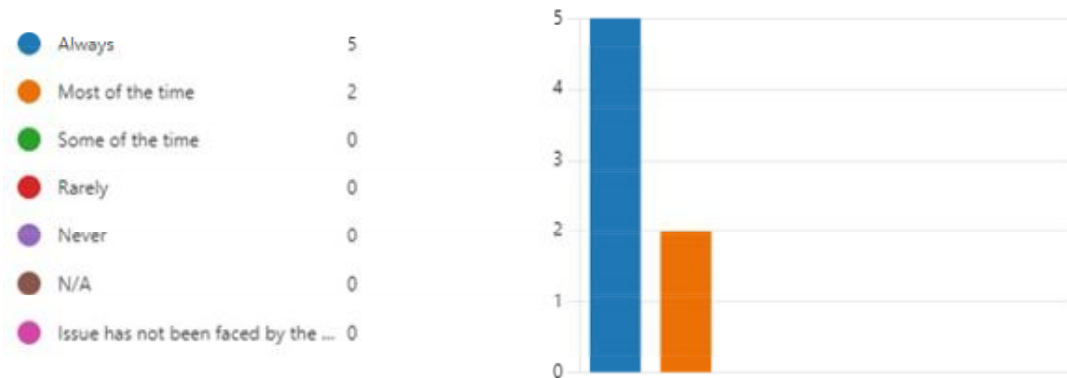


33. Provide specific representative examples to support your above response when applicable.

- *“I thought our fiscal year ran from Oct to Sept instead of ending at the end of June.”*

34. **5.2: Education, input, and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the new fiscal year. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent board deliberation and decision-making.**

Have we acted consistently with this item of policy?



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

- *N/A*

36. Other Board Comments:

- *N/A*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Monitoring Board Performance 9.2 GP-12 Board Linkage with External Organizations – Board Survey Review</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-12 Board Linkage with External Organizations</p>
<p>Description:</p>
<p>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.</p> <p>The intention is effort to assist Members in assessing the Board’s compliance with Governance Process and Board CEO Delegation policies. The Board 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.</p> <p>Enclosed are the results to help guide the board’s discussion.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the results to determine compliance with policy statements and any changes that might be needed.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

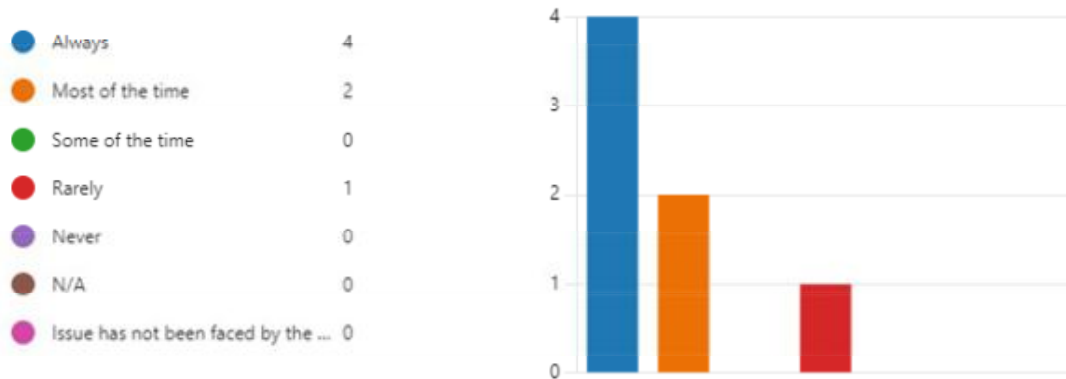
BOARD SELF-MONITORING SURVEY RESULTS: GP-12 Board Linkage with External Organizations DATE: 05.06.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

The Jackson College Board of Trustees shall identify other organizations, with which it requires good working relationships, in order to share and enhance its role as Owner representative in determining the most appropriate Ends.

Have we acted consistently with this item of policy?



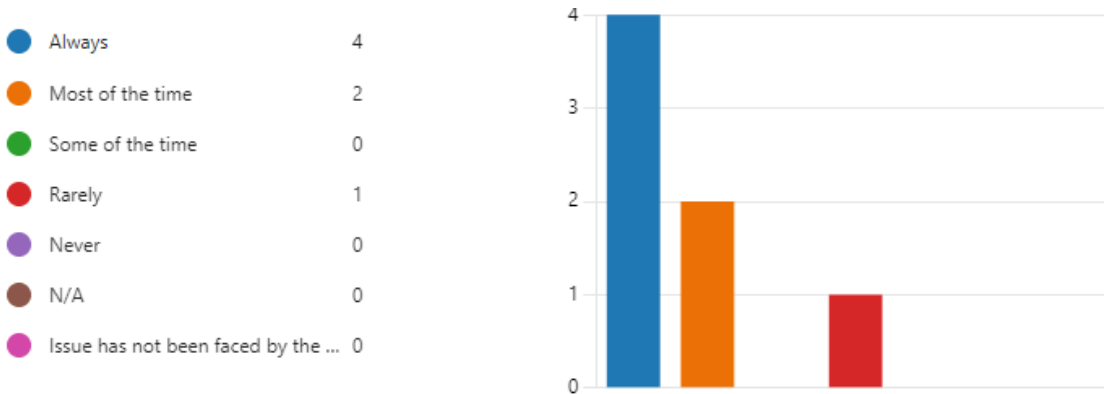
3. Provide specific representative examples to support your above response when applicable.

- N/A

4. **1.0: The Board shall establish mechanisms for maintaining open communication with federal, state, local governing bodies as well as other public and private entities regarding Ends. Such mechanisms may include, but are not limited to:**

- **Inviting representatives of those organizations to Jackson College Board meetings;**
- **Meeting jointly with other Boards on occasion;**
- **Engagement in Board Planning Sessions; and**
- **Written and/or virtual communications,**

Have we acted consistently with this item of policy?

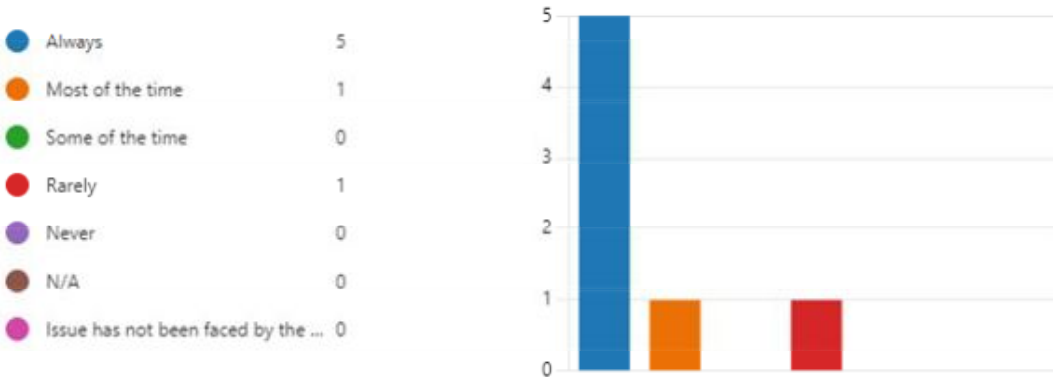


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **2.0: For organizational memberships relevant to Policy Governance, the Board shall consider the merits of membership in other organizations annually.**

Have we acted consistently with this item of policy?



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

- N/A

8. Other Board Comments:

- *“I like collaborating with other college boards and the like but they are hard to find.”*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>9.0 Monitoring Board Performance 9.3 BCD-05 CEO & President Succession – Board Survey Review</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-05 CEO & President Succession</p>
<p>Description:</p>
<p>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.</p> <p>The intention is effort to assist Members in assessing the Board’s compliance with Governance Process and Board CEO Delegation policies. The Board 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.</p> <p>Enclosed are the results to help guide the board’s discussion.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the results to determine compliance with policy statements and any changes that might be needed.</p>
<p>Action Taken:</p>



Jackson College Board of Trustees

**BOARD SELF-MONITORING SURVEY RESULTS:
BCD-05
President & CEO Succession
DATE: 05.06.2024**

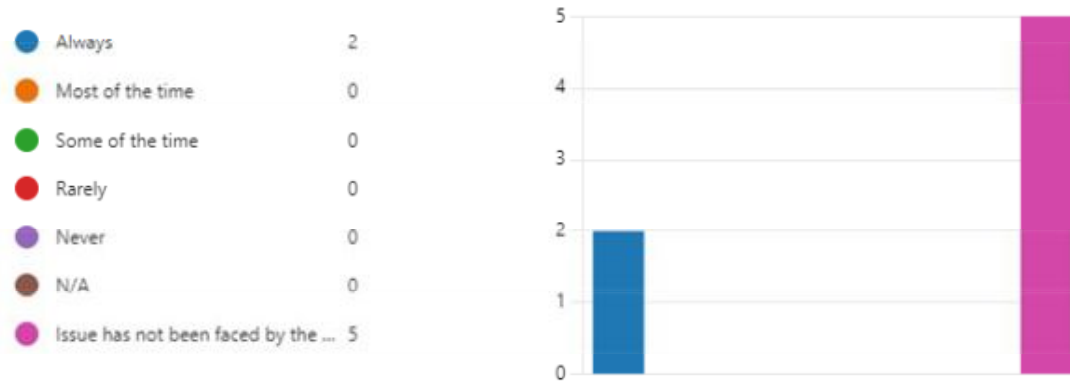
1. *Number of Response: 7*
2. *Policy opening statement:*

In its role of assuring organizational performance and continuity, the Board shall take action upon the extended absence of the President & CEO to ensure continuity of leadership and operations of the College and, when necessary, an orderly transition in President & CEO succession.

For purposes of this policy statement, the Board's appointment of an 'Acting President & CEO' is a temporary assignment wherein an existing College employee is temporarily relieved of their current job duties and assumes the responsibilities of the President & CEO, typically due to the President & CEO's short-term absence. The 'Acting' individual in this role is responsible for maintaining the continuity of academic and administrative functions. This role generally persists for a brief duration, ranging from a few weeks to several months, after which the Acting employee is permitted to return to their original role.

By contrast, an 'Interim President & CEO' refers to a temporary but often longer-term appointment where an individual (either an internal employee, an external consultant, or other hire) fills the President & CEO's administrative and academic role, during a defined period of transition. This occurs typically after the current President & CEO has vacated the position and before a permanent replacement is found. Unlike acting roles, the interim position involves full and complete authority and responsibilities of the role under Policy Governance, including strategic decision-making and College leadership. The tenure of an interim appointment can range from several months to over a year, depending on the College's needs and the time taken to find a permanent successor.

Have we acted consistently with this item of policy?



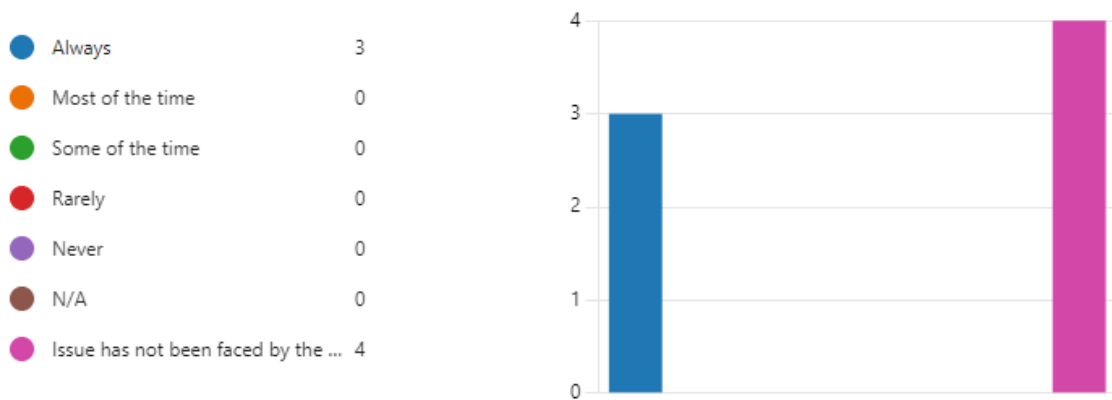
3. Provide specific representative examples to support your above response when applicable.

- “Since being a trustee, I have never been faced with this.”

4. **Short and Long Term Absences**

1.0: The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the President & CEO will return to his or her position once the events that precipitated the absence are resolved. Any absence longer than six months is considered to be a long-term absence.

Have we acted consistently with this item of policy?



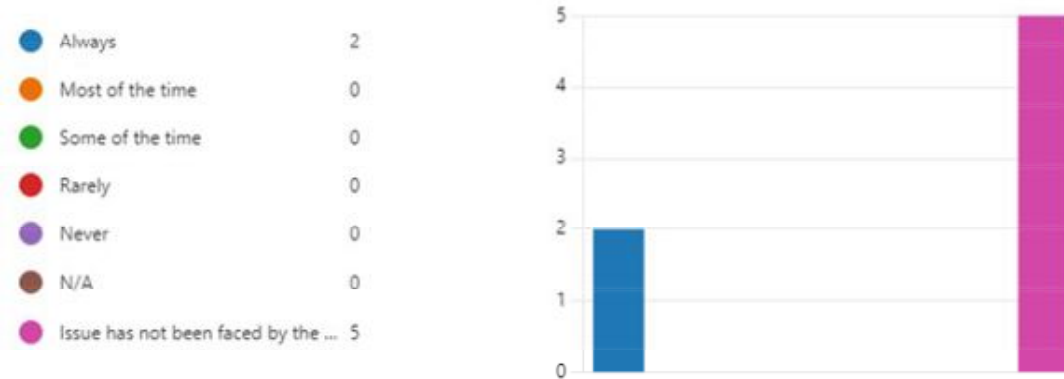
5. Provide specific representative examples to support your above response when applicable.

- N/A

6. **Short and Long Term Absences**

2.0: Should an absence of the President & CEO arise, the Board will meet as soon as feasible at a special or regular meeting. The Board will review the President & CEO's most recent reasonable interpretation for Executive Limitation EL-3 #9.2 and consider the President & CEO's recommendation for selection of an executive staff to assume Acting President duties. The Acting President will have a full suspension of the normal duties during this temporary period and will be returned to normal duties upon the conclusion of the Acting period.

Have we acted consistently with this item of policy?



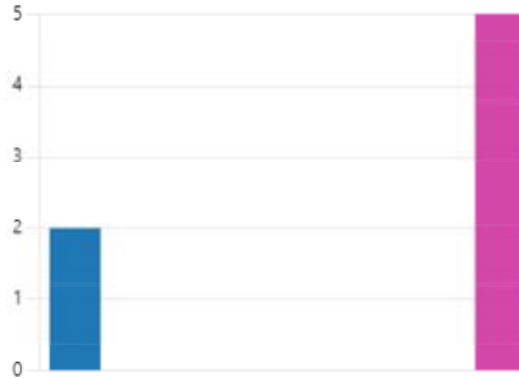
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. **Short and Long Term Absences**

2.1: If any of the executive staff, designated by the President & CEO, is unable or unwilling to serve as the Acting President & CEO, the Board may engage a different executive staff member.

Have we acted consistently with this item of policy?



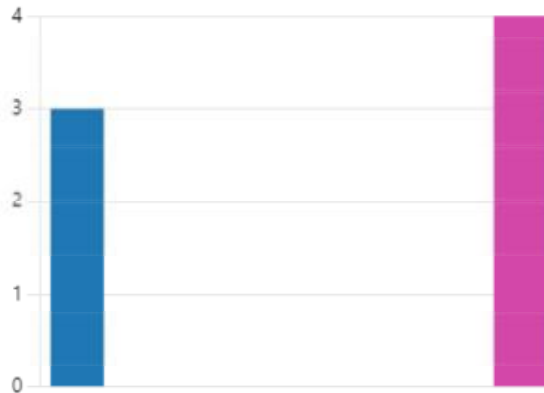
9. Provide specific representative examples to support your above response when applicable.

- N/A

10. **Short and Long Term Absences**

3.0: The Board will appoint an Acting President & CEO.

Have we acted consistently with this item of policy?



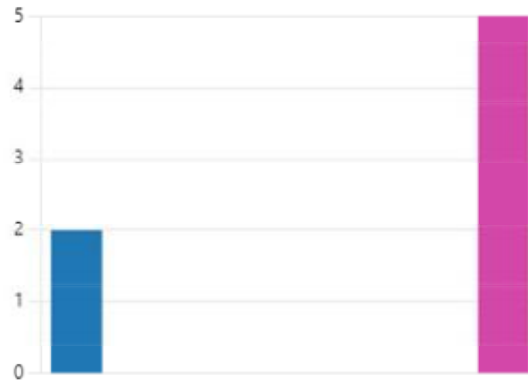
11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **Short and Long Term Absences**

4.0: The Acting President & CEO will have direct accountability to the Board of Trustees and provided with those additional and temporary requirements for communication, decision-making authority, and operations as deemed by the Board.

Have we acted consistently with this item of policy?



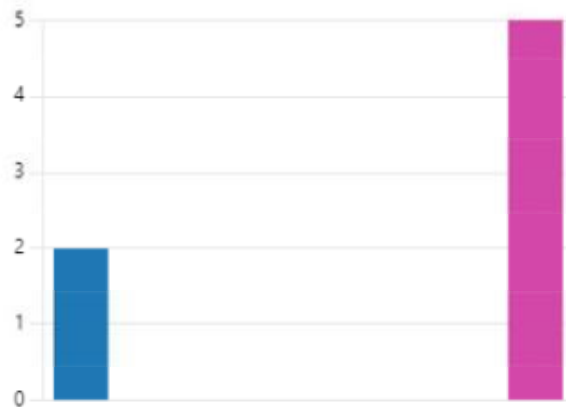
13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **Short and Long Term Absences**

4.1: Specifically, the Board will determine if it wishes to amend its Executive Limitations policy regarding areas of significant organizational risk and/or increase the frequency of performance monitoring for any policy or any part of any policy for the period of the absence.

Have we acted consistently with this item of policy?



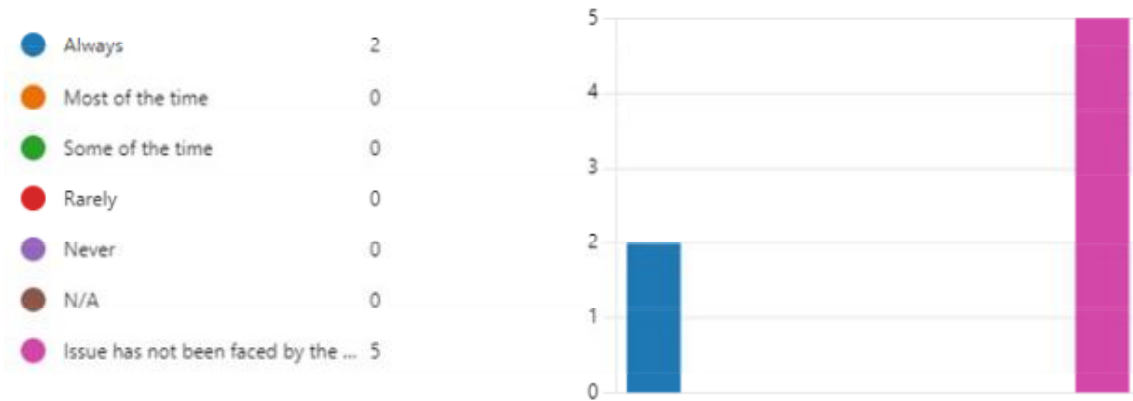
15. Provide specific representative examples to support your above response when applicable.

- N/A

16. **Short and Long Term Absences**

5.0: In addition to monitoring Acting President & CEO performance through the normal cycle of monitoring reports, as well as other formative requirements, the Board may provide a summative performance assessment of the Acting President & CEO at agreed upon intervals.

Have we acted consistently with this item of policy?



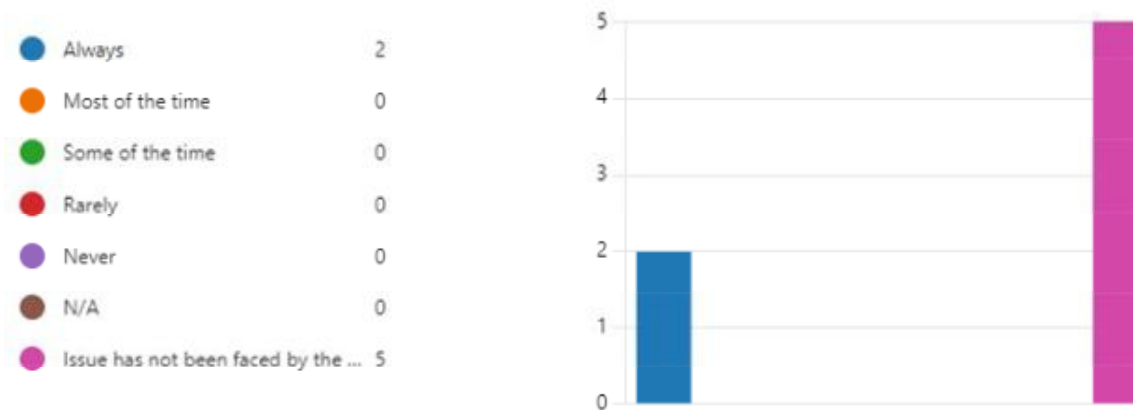
17. Provide specific representative examples to support your above response when applicable.

- N/A

18. **Short and Long Term Absences**

6.0: The Board will determine compensation for the Acting appointment and establish a temporary contract to that end.

Have we acted consistently with this item of policy?



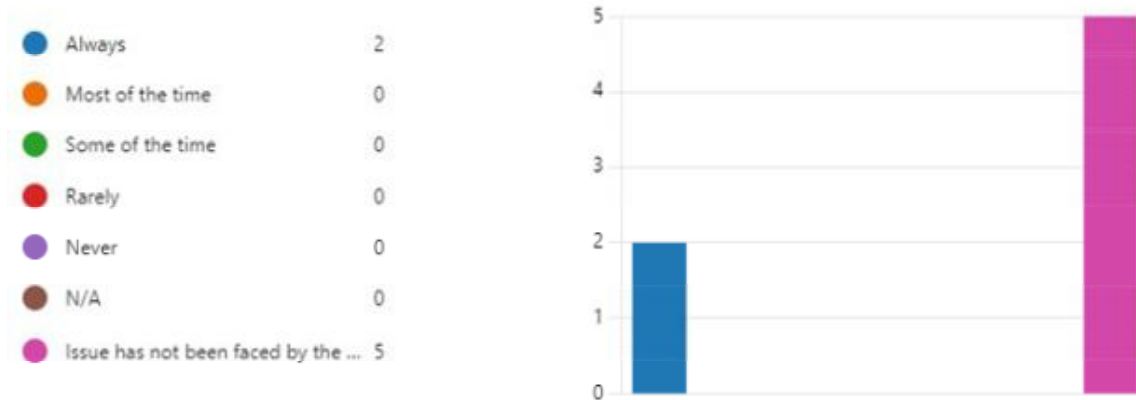
19. Provide specific representative examples to support your above response when applicable.

- N/A

20. **Short and Long Term Absences**

7.0: Immediately upon the appointment of the Acting President & CEO taking effect, the Board Chair will notice staff, Trustees, the Foundation Board, the Jackson Preparatory and Early College Board, key civic and organizational leaders, as well as Jackson College employees of the President & CEO's absence and the temporary delegation of authority.

Have we acted consistently with this item of policy?



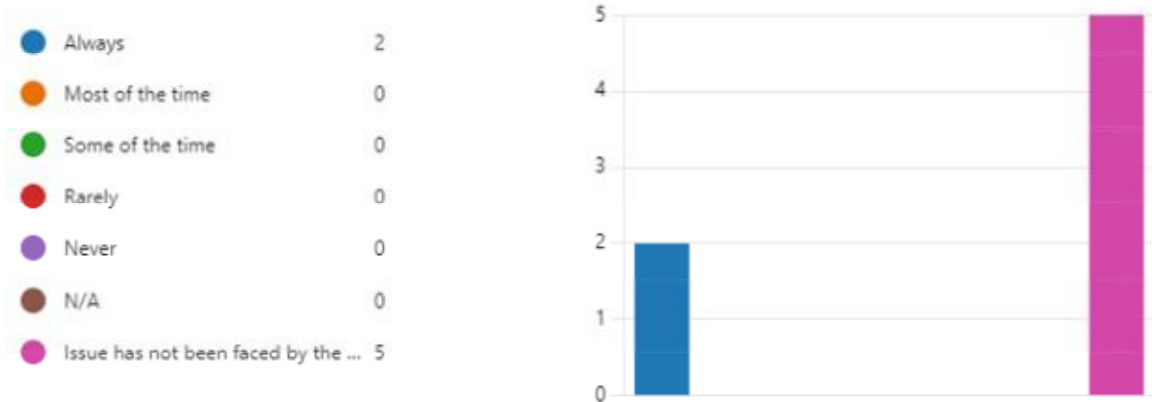
21. Provide specific representative examples to support your above response when applicable.

- N/A

22. **Short and Long Term Absences**

8.0: In the event that the President & CEO's absence is determined by the Board to be longer and cannot reasonably be expected to be undertaken by an Acting President & CEO, the Board may choose to return the Acting President & CEO to their normal duties upon the election and appointment of an interim CEO.

Have we acted consistently with this item of policy?



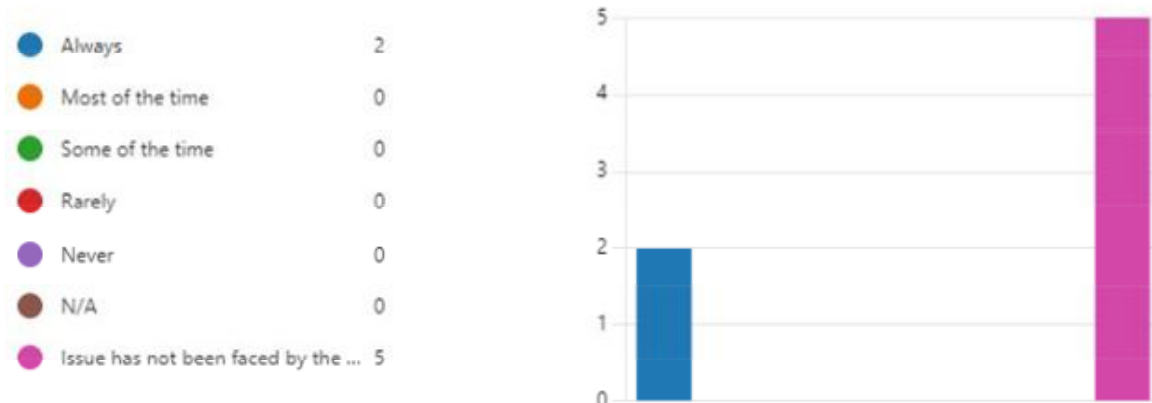
23. Provide specific representative examples to support your above response when applicable.

- N/A

24. **Short and Long Term Absences**

8.1: The Interim President & CEO will possess the same authority and accountability as the President & CEO, being held to the same Policy Governance standards and accountabilities as the President & CEO who is on leave of college duties.

Have we acted consistently with this item of policy?



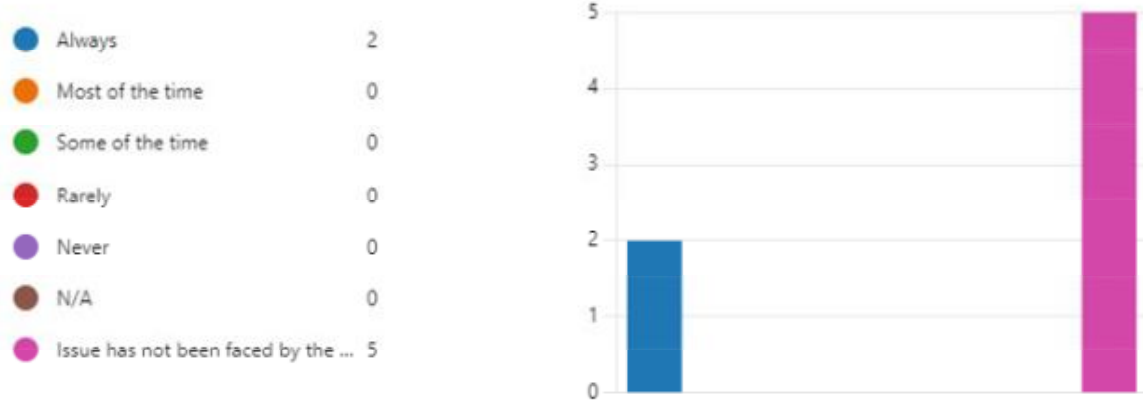
25. Provide specific representative examples to support your above response when applicable.

- N/A

26. **Short and Long Term Absences**

8.2: The Interim President & CEO will continue in the role until such time as the President & CEO who is on leave either returns from said leave or notifies the Board of Trustees of a request for permanent leave, as outlined in the Return from Absence section of this policy (below):

Have we acted consistently with this item of policy?



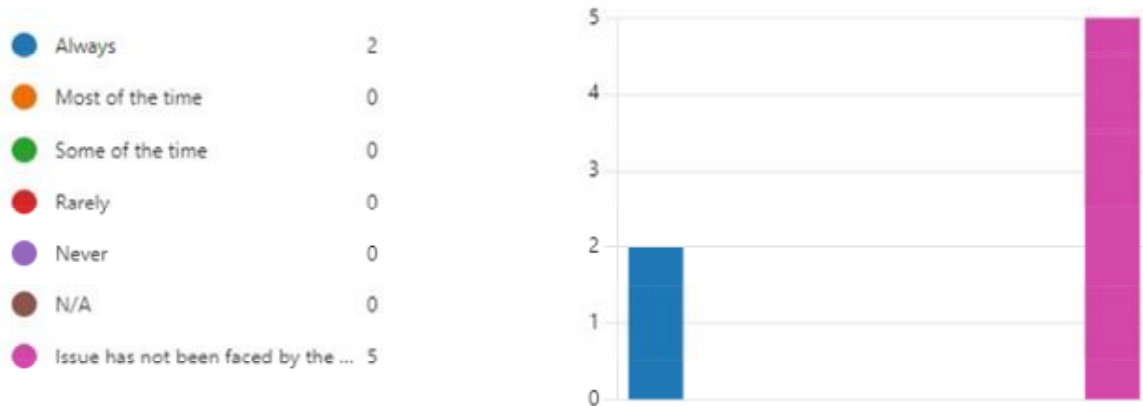
27. Provide specific representative examples to support your above response when applicable.

- N/A

28. **Return from Absence**

9.0: The Board and President & CEO shall mutually decide upon the schedule for return to the position.

Have we acted consistently with this item of policy?



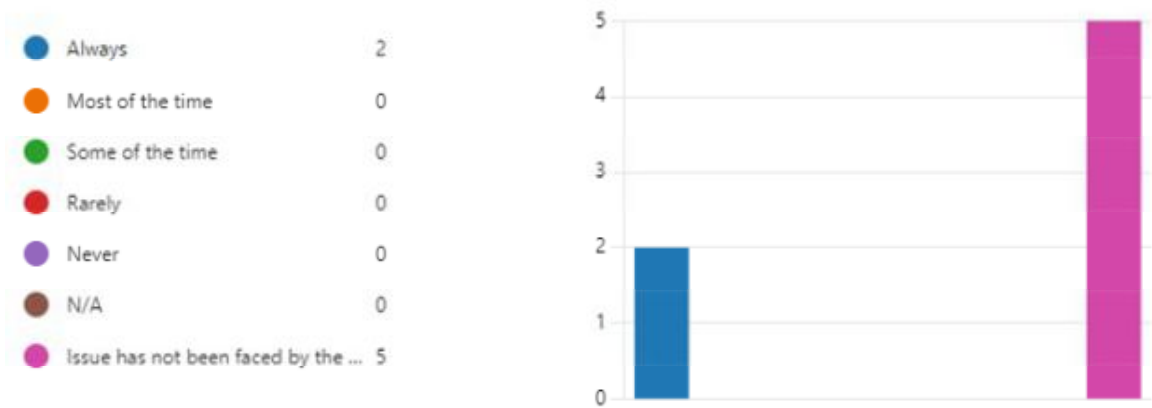
29. Provide specific representative examples to support your above response when applicable.

- N/A

30. **Return from Absence**

9.1: A reduced schedule for a set period of time is allowed with the commitment of working towards full-time schedule.

Have we acted consistently with this item of policy?



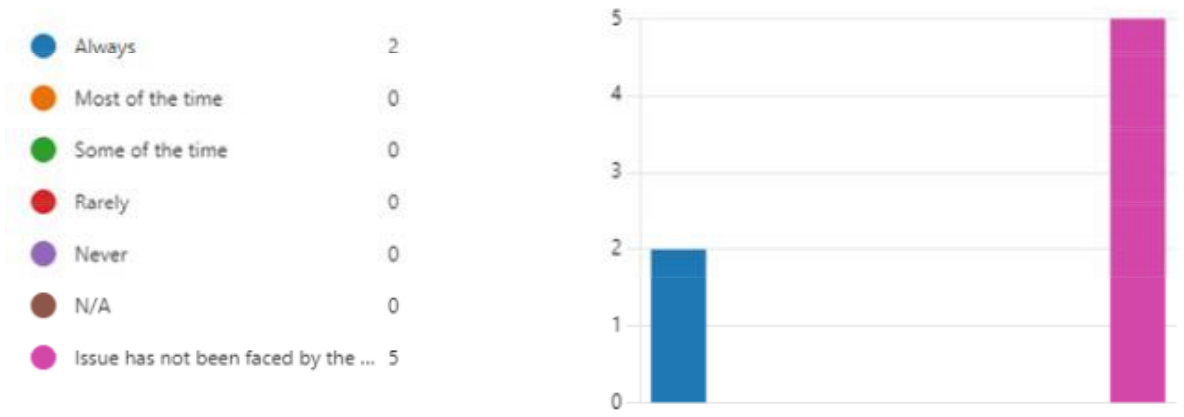
31. Provide specific representative examples to support your above response when applicable.

- N/A

32. **Return from Absence**

10.0: In the event that either the short term or long term absence entails a medical or other event rendering performance in the position untenable by the President & CEO, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the interim appointment.

Have we acted consistently with this item of policy?



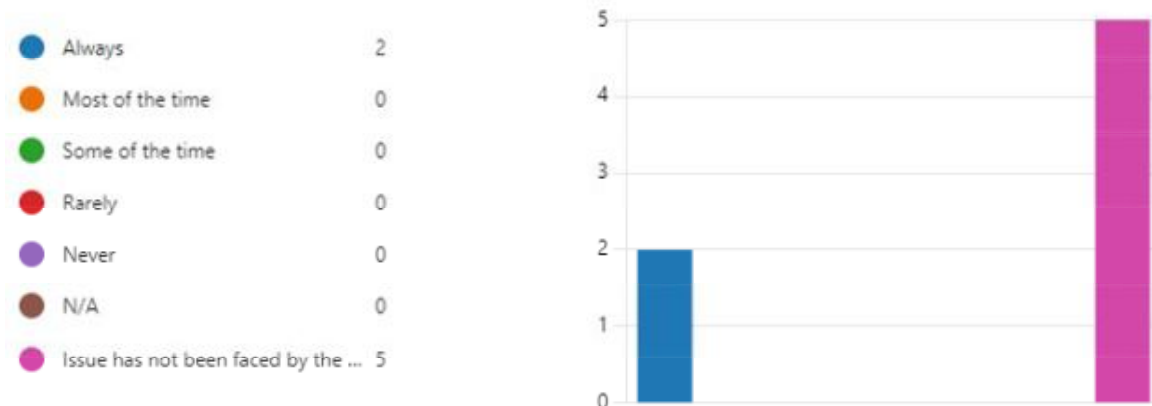
33. Provide specific representative examples to support your above response when applicable.

- N/A

34. *Return from Absence*

11.0: In the event that the President & CEO notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Trustees, will develop a plan for recruitment and selection.

Have we acted consistently with this item of policy?



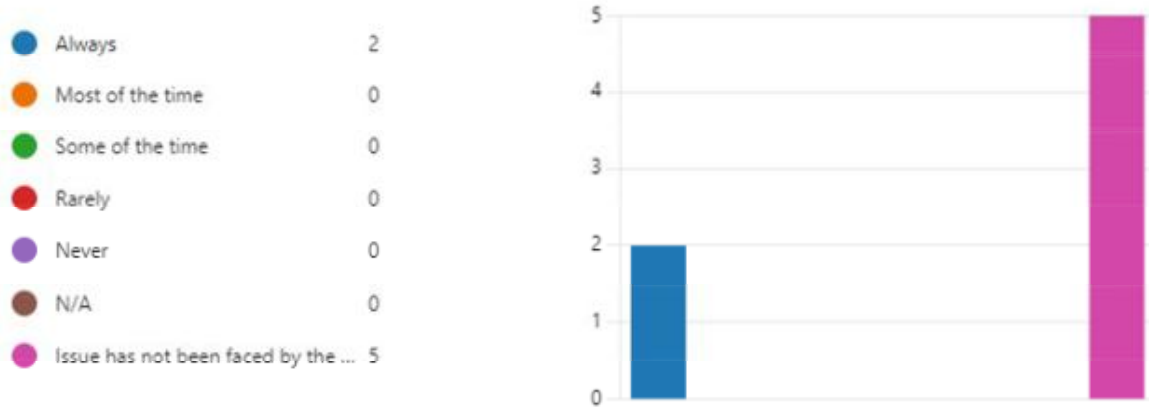
35. Provide specific representative examples to support your above response when applicable.

- N/A

36. *Return from Absence*

11.1: Service as Acting or Interim President & CEO shall not preclude said person from being considered by the Board for permanent appointment as College President & CEO.

Have we acted consistently with this item of policy?



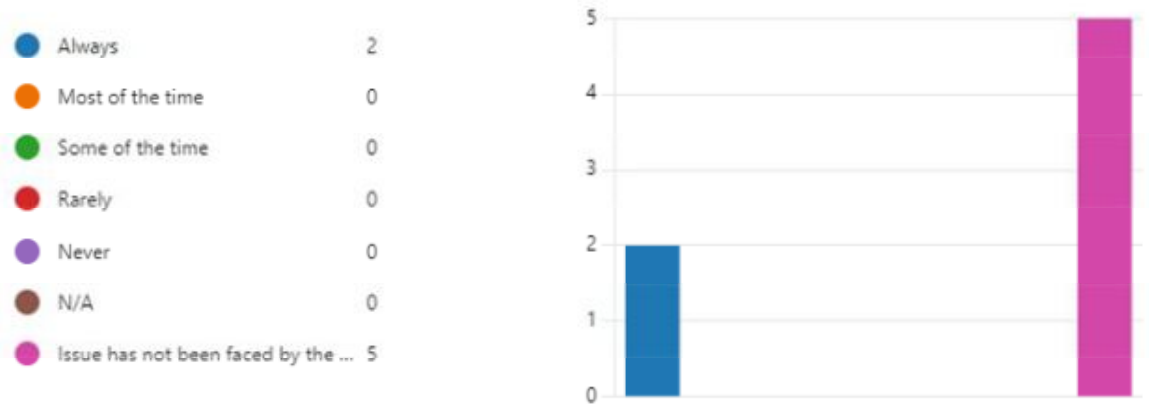
37. Provide specific representative examples to support your above response when applicable.

- N/A

38. **Return from Absence**

12.0: Regardless of the process used, the Board as a whole will approve the person to be appointed as the next permanent President & CEO.

Have we acted consistently with this item of policy?



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

- *N/A*

40. Other Board Comments:

- *N/A*



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: May 13, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
10.0 Information Requested by the Board 10.1 College Feature: Facilities Master Plan & FY'25 Master Plan Projects <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-03 Planning
Description: Consistent with member requests, I have added a component to the agenda which will appear each month entitled "College Feature" wherein I will bring forward some aspect of the College for presentation. As this month's "College Feature", Jason Valente will review the College's facilities master plan and deferred maintenance, much of which he was unable to address at the Spring Planning Session. Enclosed is the FY'24 and FY'25 master plan. The link to the 5-year plan is in the Resource Center of Diligent via this link .
Requested Board Action:
Review as information and ask Jason any questions the Board may have.

Jackson College
Fiscal Year 2024 - 2029
Facilities Plan

Building	Projects	Estimated Cost
Remaining Fiscal Year 2023-24		
	March 2024 Balance	2,680,034
Central Campus	Jets Air Station	(751,411)
Central Campus	Jets Pavilion	(59,998)
Central Campus	Campus Building Roof Repairs	(500,000)
Central Campus	Potter Center Fire - Dampers	(60,000)
Central Campus	Potter Center Fire - Stage Lighting	(700,000)
Central Campus	Potter Center Fire - Supression Systems	(210,283)
Central Campus	Potter Center Fire - Transformer	(40,000)
Central Campus	Central Campus GIS / Topo / Utility	(40,000)
Central Campus	Stormwater Mgmt Plan/Retention Pond	(26,000)
Central Campus	Dahlem connector Browns Lake Rd	(380)
Central Campus	Shipping & Receiving	(22,782)
Central Campus	Maroon Hall Repairs (Paint, Windows, Trim)	(3,500)
Central Campus	TSF Exterior Spaces	(105,790)
Central Campus	Howser Child Development Center Improvements	(79,962)
Central Campus	Nature trail with pond view	(7,000)
Central Campus	EV Chargers	(50,268)
Central Campus	Steam Factory Improvements	(14,481)
Central Campus	Baughman Theater Repairs, Seating, Lighting	(112,507)
Central Campus	UVC Air Purification Installation	(28,000)
Central Campus	Central Campus Mall	(60,000)
Central Campus	GP 2nd Floor Office Renovation	(37,103)
Central Campus	Facilities Condition Assessment	(52,583)
Central Campus	Standby Power	(100,000)
Central Campus	National Fitness Campaign	(279,301)
Central Campus	Instrumental Music Studio	(449,990)
Central Campus	GP Restroom Countertops	(19,279)
Central Campus	WA Restroom Countertops	(28,241)
Central Campus	WA All Gender Restroom	(46,200)
Central Campus	GP Generator	(125,000)
Central Campus	Deferred Maintenance and Life Safety	(1,191,500)
	Insurance, Gift Support	531,000
	06.30.24 Year-End Transfer	3,613,523
Projected Balance 06.30.24		1,622,999
Fiscal Year 2024-25		
Various	Misc. Building and Site Repairs	(100,000)
Central Campus	General Campus Roof Repairs	(1,470,975)
Central Campus	Medical Simulation Center Retrofit	(2,999,255)
Central Campus	Ruth Day Theatre Improvements	(278,406)
Central Campus	Housing Back Up Power Project	(700,000)
Central Campus	WA Renovations	(203,974)
Central Campus	GP 2nd Floor Office Renovation	(163,500)
	BSN Special Allocation	2,000,000
	06.30.25 Year-End Transfer	2,297,027
Projected Balance 06.30.25		3,916

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: May 13, 2024</p>



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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>10.0 Information Requested by the Board 10.2 FY'24 Q3 Financial Report</p> <p style="text-align: center;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: Financial Conditions and Activities</p>
<p>Description:</p>
<p>For the Board's review is the FY'24 Q3 Financial Report. I will provide a few highlights with respect to changes since FY'24 Q2.</p> <p>Recall that all monthly financials are provided on the Board's web page.</p> <p>I am happy to answer any questions you may have about the Q3 report.</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Review of the FY'24 Q3 Financial Report.</p>
<p>Action Taken:</p>
<p> </p>



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
March 31, 2024

Jackson College
Memo From John Globoker, Chief Financial Officer
For the March 31, 2024 Financial Report

Following is the March 31, 2024 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2023-2024 Budget as adopted at the June 2023 Board of Trustees meeting.

General Fund

Revenues

- **State Appropriations** - Jackson College received the sixth of eleven funding installments from the state of Michigan in March. Funds are received from October through August each year.

- **Contract training** - Favorable to budget, due to additional trainings through grant programs.

- **Transfers In** - Favorable to budget, due to a Dental Hygiene transfer and conservative budget.

Expenses

- **Wages, Retirement & Benefits** - Favorable to budget, savings realized from vacant positions.

- **Services** - Unfavorable to budget, due to contracted services with CampusWorks for IT, Business Office and PRR Services; Audit Services; and Facilities projects.

- **Materials** - Favorable to budget, due to lower than anticipated costs in software, maintenance & custodial supplies, and printing.

- **Rent, Utilities, Insurance** - Unfavorable to budget, due to increased costs in insurance and electricity.

- **Other Operating Costs** - Favorable to budget, due to timing of Bad Debt Write Offs.

Jackson College
Memo From John Globoker, Chief Financial Officer
For the March 31, 2024 Financial Report

Auxiliary Fund

Revenues

- **Textbook and Class Fees** - Favorable to budget, due to a conservative budget being presented.
- **Housing** - Unfavorable to budget as occupancy was lower than expected.
- **Housing Scholarships** - Unfavorable to budget, due to increase in Resident Mentors to support Ready, Set, Jet initiative for the academic year.
- **Sales Bookstore** - Unfavorable to budget, due to timing of Meal Plan revenue postings.
- **Potter Center** - Favorable to budget, due to a conservative budget being presented.
- **Hospitality and Meal Plans** - Unfavorable to budget as occupancy was lower than expected.
- **Miscellaneous** - Unfavorable to budget, mainly due to building rentals not meeting expectations.
- **Transfers** - Unfavorable to budget, due to timing of transfers from the Foundation.

Expenses

- **Wages, Retirement, and Benefits** - Favorable to budget, due to position vacancies.
- **Services Staffing Agency** - Unfavorable to budget, possibly under budgeted.
- **Services** - Favorable to budget, due to lower than anticipated maintenance and equipment repair in Hospitality, and lower than anticipated laundry services in Housing.
- **Materials** - Favorable to budget, due to timing of Bibliu expenses.
- **Rent, Utilities, insurance** - Favorable to budget, rental of equipment not needed as much compared to previous years
- **Other operating costs** - Unfavorable to budget, due to timing of necessary production costs for shows in Potter Center.
- **Transfers** - Favorable to budget, as transfers to plant not yet occurred in FY24.

Other Notes

- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of March 31, 2024 the College is meeting this requirement.

Jackson College
Revenue and Expense Statement
General Fund - FY 24
March 31, 2024
Preliminary - Unaudited

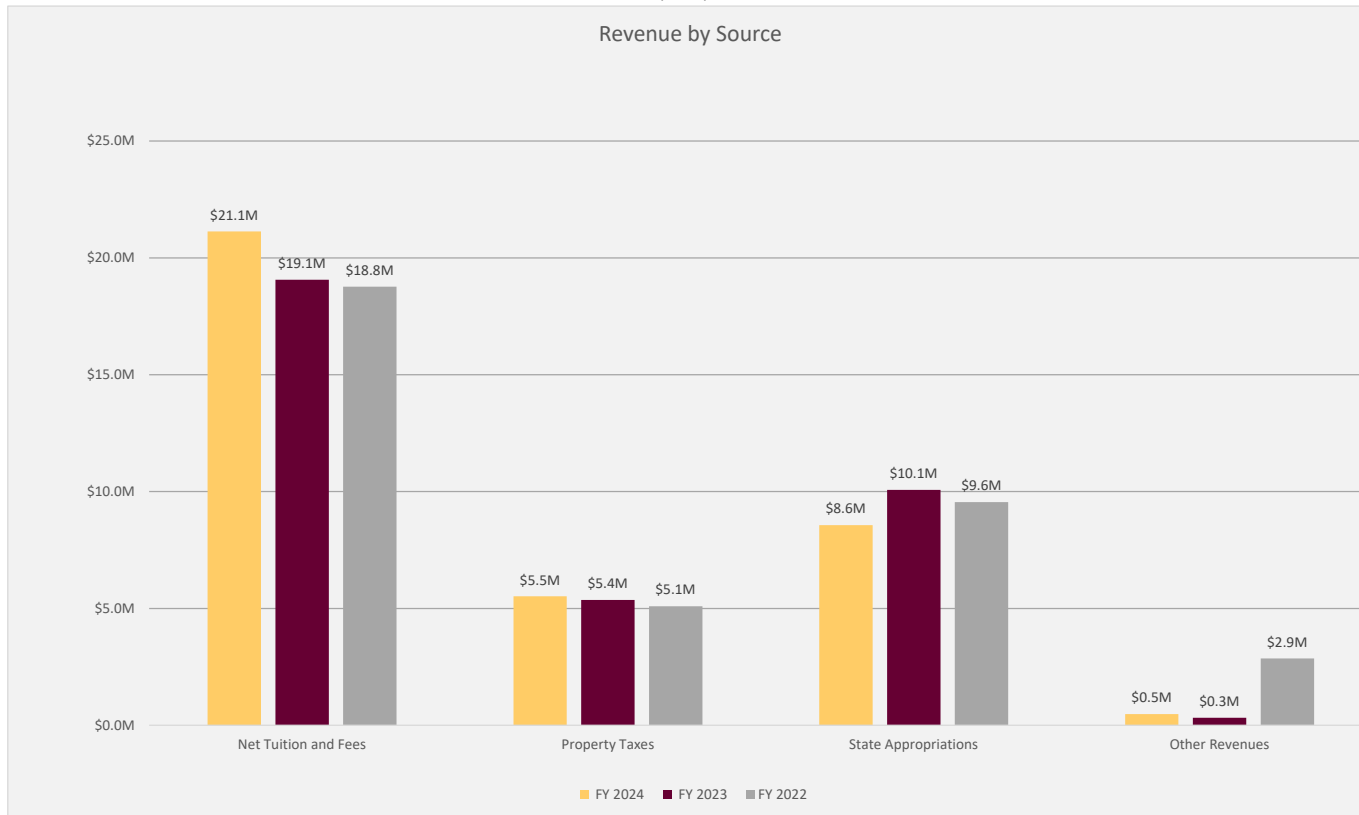
	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date*
Revenue							
Gross tuition and fees	\$ 25,240,228	54.5%	\$ 21,746,740	86.2%	85.0%	\$ 292,546	\$ 19,777,633
Less Institutional Scholarships	(860,000)	-1.9%	(613,680)	71.4%	85.0%	117,320	(716,388)
Net tuition and fees	<u>24,380,228</u>	<u>52.6%</u>	<u>21,133,060</u>	<u>86.7%</u>	<u>85.0%</u>	<u>409,866</u>	<u>19,061,245</u>
Property taxes	6,389,547	13.7%	5,515,800	86.3%	85.0%	84,685	5,358,226
State appropriations	15,119,559	32.6%	8,564,312	56.6%	54.5%	317,280	10,071,594
Contract training	100,000	0.2%	182,522	182.5%	75.0%	107,522	61,611
Miscellaneous	353,361	0.8%	261,161	73.9%	75.0%	(3,860)	209,687
Transfers	-	0.0%	31,919	0.0%	75.0%	31,919	51,726
Transfers - Federal grant funds	-	0.0%	-	0.0%	-	-	-
Total revenues	<u>46,342,695</u>	<u>100.0%</u>	<u>35,688,774</u>	<u>77.0%</u>	<u>72.9%</u>	<u>947,412</u>	<u>34,814,089</u>
Expenses							
Wages	17,633,785	38.0%	11,225,536	63.7%	76.9%	(2,338,913)	11,749,017
Retirement	4,808,404	10.4%	3,189,702	66.3%	76.9%	(509,070)	3,096,122
Benefits	3,129,996	6.8%	1,220,252	39.0%	76.9%	(1,187,437)	2,146,963
Services - Staffing Agency	3,736,072	8.1%	2,943,915	78.8%	76.9%	70,013	2,949,103
Services	4,481,797	9.7%	4,155,116	92.7%	75.0%	793,768	3,352,276
Materials	1,843,739	4.0%	1,128,209	61.2%	75.0%	(254,595)	1,495,212
Rent, utilities, insurance	1,808,477	3.9%	1,461,913	80.8%	75.0%	105,555	1,522,395
Other operating costs	3,882,654	8.4%	2,583,601	66.5%	75.0%	(328,390)	2,492,121
Transfers-major maintenance	1,146,577	2.5%	859,933	75.0%	75.0%	-	740,921
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,457,494	7.5%	2,593,121	75.0%	75.0%	-	3,345,034
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	234,623
Capital equipment	413,700	0.9%	326,195	78.8%	75.0%	15,920	285,887
Total expenses	<u>46,342,695</u>	<u>100.0%</u>	<u>31,687,493</u>	<u>68.4%</u>	<u>64.1%</u>	<u>(3,633,149)</u>	<u>33,409,674</u>
Income over (under) expenses	<u>\$ -</u>		<u>\$ 4,001,281</u>			<u>\$ 4,580,561</u>	<u>\$ 1,404,415</u>

*Previous years included "financial statement adjustment" entries to smooth revenues and expenses. In fiscal year 2024, management determined to eliminate the need for these entries and report posted revenues and expenses in the college's ERP, Colleague, as it is a better indicator of the college's position for each month.

Jackson College
General Fund Revenue Comparison
3/31/2024

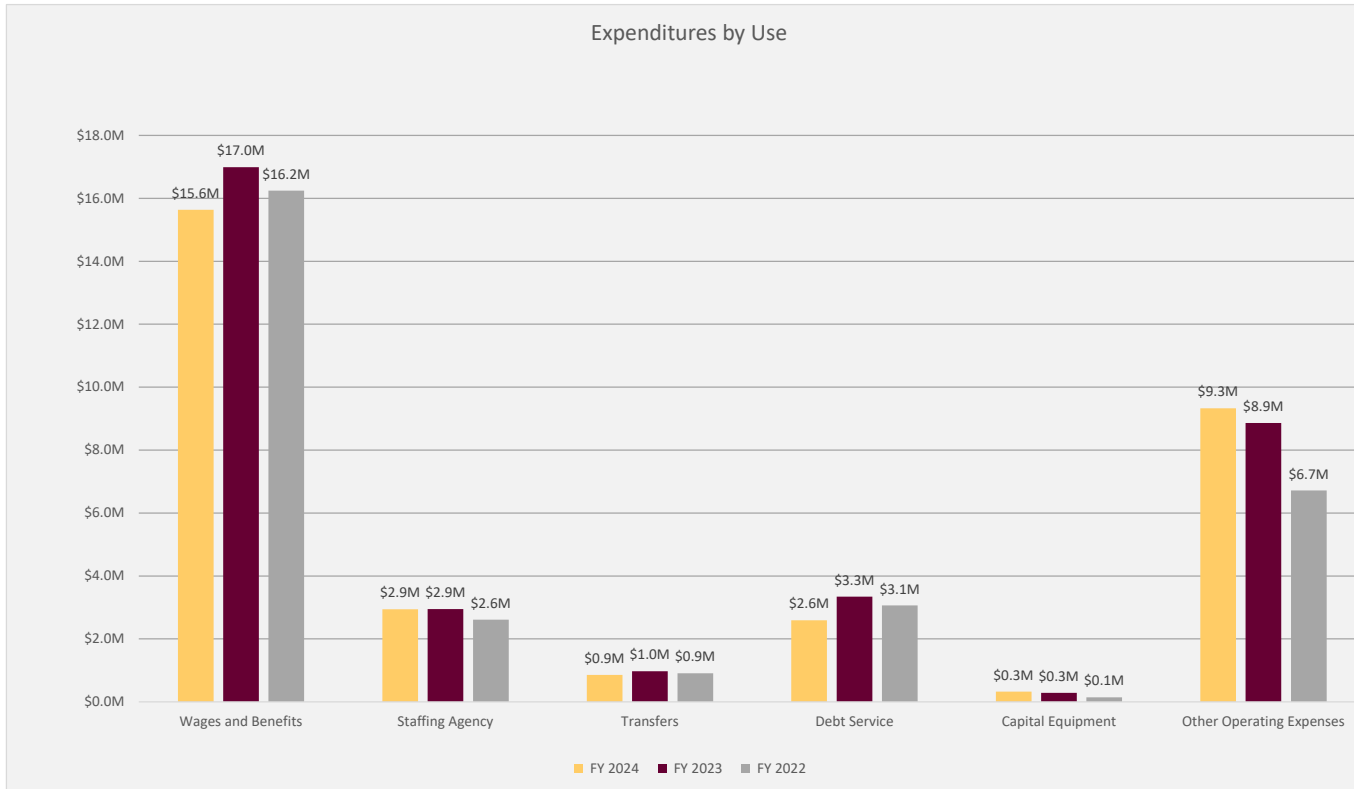
\$35,688,774

Revenue by Source



Jackson College
 General Fund Expenditure Comparison
 3/31/2024

\$31,687,493



Jackson College
 Revenue and Expense Statement
 Auxiliary Services
 March 31, 2024
 Preliminary - Unaudited

	2023-2024 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Auxiliary Units			
						Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Textbook and Class Fees	\$ 2,511,642	34.6%	\$ 2,624,290	104.5%	85.0%	-	-	2,624,290	-
Housing	2,007,800	27.6%	1,457,307	72.6%	85.0%	-	1,457,307	-	-
Less Housing Scholarships	(200,000)	-2.8%	(254,217)	127.1%	85.0%	-	(254,217)	-	-
Sales Bookstore	242,923	3.3%	122,268	50.3%	75.0%	-	-	122,268	-
Potter Center activities	351,000	4.8%	398,730	113.6%	75.0%	-	-	-	398,730
Hospitality and Meal Plans	2,302,577	31.7%	1,559,576	67.7%	85.0%	1,559,576	-	-	-
Miscellaneous	35,000	0.5%	17,502	50.0%	75.0%	-	(300)	-	17,802
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
Total revenues	<u>7,265,942</u>	<u>100.0%</u>	<u>5,925,456</u>	<u>81.6%</u>	<u>62.8%</u>	<u>1,559,576</u>	<u>1,202,790</u>	<u>2,746,558</u>	<u>416,532</u>
Expenses									
Wages	\$ 1,611,365	22.2%	\$ 930,233	57.7%	76.9%	468,105	125,342	133,943	202,843
Retirement	418,100	5.8%	231,228	55.3%	76.9%	113,721	15,061	34,301	68,145
Benefits	249,400	3.4%	190,567	76.4%	76.9%	115,618	16,880	20,719	37,350
Services - Staffing Agency	15,000	0.2%	20,392	135.9%	76.9%	20,392	-	-	-
Services	75,500	1.0%	40,484	53.6%	75.0%	14,191	9,770	595	15,928
Materials	2,395,500	33.0%	1,111,286	46.4%	75.0%	535,514	18,139	556,294	1,339
Rent, utilities, insurance	4,000	0.1%	1,395	34.9%	75.0%	1,395	-	-	-
Other operating costs	474,000	6.5%	485,671	102.5%	75.0%	2,071	6,531	4,573	472,496
Transfers	2,016,077	27.7%	-	0.0%	75.0%	-	-	-	-
Capital equipment	7,000	0.1%	-	0.0%	75.0%	-	-	-	-
Total expenses	<u>7,265,942</u>	<u>100.0%</u>	<u>3,011,256</u>	<u>41.4%</u>	<u>75.7%</u>	<u>1,271,007</u>	<u>191,723</u>	<u>750,425</u>	<u>798,101</u>
Income over (under) expenses	<u>\$ -</u>		<u>\$ 2,914,200</u>			<u>\$ 288,569</u>	<u>\$ 1,011,067</u>	<u>\$ 1,996,133</u>	<u>\$ (381,569)</u>

Jackson College
Balance Sheet and Changes in Fund Balance - FY 24
March 31, 2024
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets									
Cash	\$ 10,421,917	\$ 13,500,857	\$ (199,463)	\$ -	\$ (3,120,167)	\$ 17,719	\$ 2,412,916	\$ (987,704)	\$ 22,046,075
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,484	-	-	2,484
Accounts receivable	4,149,934	(49,500)	(47,370)	-	4,223,480	14,401	668	175	8,291,788
Inventories	29,800	-	-	-	266,048	-	-	-	295,848
Other assets	16,173,659	1,000,000	13,025,127	-	1,048,563	-	83,017,921	1,826,541	116,091,811
Total assets	30,775,310	14,451,357	12,778,294	-	2,417,924	34,604	85,431,505	839,012	146,728,006
Liabilities and Fund Balance									
Accounts payable	61,641	-	813	-	(72)	-	-	-	62,382
Accrued liabilities	3,191,094	-	(11,696)	-	352,842	-	27,937,564	-	31,469,804
Deferred liabilities	5,789,084	-	486,526	-	-	-	-	-	6,275,610
Unearned revenue	62,146	-	(50,000)	-	234,801	-	-	-	246,947
Other liabilities	17,661,219	-	18,108,342	-	27,142	-	13,884	18,415	35,829,002
Total liabilities	26,765,184	-	18,533,985	-	614,713	-	27,951,448	18,415	73,883,745
Fund balance	4,010,126	14,451,357	(5,755,691)	-	1,803,211	34,604	57,480,057	820,597	72,844,261
Total liabilities and fund balance	\$ 30,775,310	\$ 14,451,357	\$ 12,778,294	\$ -	\$ 2,417,924	\$ 34,604	\$ 85,431,505	\$ 839,012	\$ 146,728,006
Beginning fund balance									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	56,327,556	\$ -	\$ 56,327,556
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	6,828,662	-	6,828,662
Restricted	-	690,408	500,762	-	(1,110,990)	34,446	-	-	114,626
Future Operations	8,845	11,725,052	-	-	-	-	-	517,703	12,251,600
	\$ 8,845	\$ 12,415,460	\$ 500,762	\$ -	\$ (1,110,990)	\$ 34,446	\$ 63,156,218	\$ 517,703	\$ 75,522,444
Current year income	35,688,774	2,035,897	12,888,898	-	6,179,674	158	1,277,155	456,866	58,527,422
Current year expenses	31,687,493	-	19,145,351	-	3,265,473	-	6,953,316	153,972	61,205,605
Ending fund balance	\$ 4,010,126	\$ 14,451,357	\$ (5,755,691)	\$ -	\$ 1,803,211	\$ 34,604	\$ 57,480,057	\$ 820,597	\$ 72,844,261



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: May 13, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
10.0 Information Requested by the Board 10.3 Next Regular Board Meeting Topics – June 10, 2024 <u>BOARD POLICY:</u> 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 regular Board meeting (June 10, 2024). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda. <ul style="list-style-type: none">• Policy Review: EL-00 General Executive Restraint• Policy Review: EN-01 ENDS• Interpretations Review: EL-00 General Executive Restraint• Interpretations Review: EN-01 ENDS• Evidence Review: EL-03 Planning• CEO Monitoring Compliance Schedule & Summary• Board Survey Review: GP-09 Board Code of Conduct• Consideration of Representatives to the MCCA Board of Directors• Consideration of Personnel Practices Manual/Compensation• Consideration of Millage Request• Miller Johnson Audit Report• College Feature: TBD
Requested Board Action:
Review of currently anticipated topics.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

<p>Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></p>
<p>11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 11.1 Principles of Policy Governance</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p>Description:</p>
<p>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.</p> <p>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.</p> <p>https://governforimpact.org/resources/principles-of-policy-governance.html</p>
<p>Resource Impact:</p>
<p>None</p>
<p>Requested Board Action:</p>
<p>Define particular areas for improvement in the governance process.</p>
<p>Action Taken:</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 13, 2024

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
12.0 Meeting Content Review <p style="text-align: center;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style</p>
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:

<p>BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: May 13, 2024</p>



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i>
13.0 Adjourn* <u>BOARD POLICY:</u> 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: