

Jackson College Board of Trustees Meeting

Regular Meeting

June 12, 2023 06:30 PM



Agenda Topic	Page
Agenda	1
Entry Protocol	3
5:45pm - Board Dinner - Board Dining Room [No Board Discussion / Decisions]	4
Robert's Rules of Order for Small Boards Guide	5
1. Call to Order & Pledge of Allegiance	7
2. Adoption of Minutes	8
2.1 Draft Regular Board Meeting Minutes - 5.8.23	8
3. Declaration of Conflict of Interest*	16
4. Careholdership Linkage	17
4.1 Public Comments (limit of 5 minutes per person)	17
4.2 Board & CEO Comments	18
4.3 Careholdership Linkage Committee Status	19
5. Items for Decision	21
5.1 Closed Session: Contract Negotiations*	21
5.2 Governance Process	22
5.2.1 Selection of Representative to the MCCA Board of Directors	22
5.2.2 GP-09 Board Code of Conduct – Policy Review, Part II*	25
5.3 Executive Limitations	32
5.3.1 Line of Credit Re-authorization	32
5.3.2 EL-00 General Executive Constraints – Policy Review*	42

5.3.3	EN-01 Board's ENDS - Policy Review*	47
5.3.4	EL-00 General Executive Constraint - Interpretations Review*	54
5.3.5	EN-01 Board's ENDS - Interpretations Review*	59
5.4	FY'24 Budget Proposal	81
5.4.1	Truth in Budgeting Public Hearing	81
5.4.2	Consideration of FY'24 Authorization to Levy	84
5.4.3	Consideration of FY'24 Tuition and Fees	86
5.4.4	Consideration of FY'24 Budget	87
6.	Consent / Required Approvals Agenda	98
6.1	Note of Gratitude from Ron Douglass	98
7.	Monitoring CEO Performance	100
7.1	EL-03 Planning – Evidence Review*	100
7.2	CEO Monitoring Compliance Schedule & Summary	112
8.	Monitoring Board Performance	
9.	Information Requested by the Board	122
9.1	FY'23 Q4 Strategic Agenda	122
9.2	IT & Financial Audit Update	140
9.3	Consideration of Fall Planning Session Date	141
9.4	Next Board Meeting Topics - August 14, 2023	142
10.	Self-Evaluation of Governance Process & Board Performance at this Meeting	143
10.1	Principles of Policy Governance	143
11.	Meeting Content Review	144
12.	Adjourn*	145

(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 8.8.22



Campus Arrival:

- Emmons Road Entrance has been reopened

Testing, Vaccinations & Illness:

- Continue to test 3-5 days after travel or large gatherings (note: The Health Clinic has the Pfizer booster available, appointment needed)

Classrooms & Campus Spaces

- Masks are encouraged in larger spaces (e.g., fieldhouse, community rooms, Music Hall etc.).
- Masks may be required in certain areas such as Health Clinic, specific work spaces and full capacity classrooms. *Signs will be posted.*
- *We also highly encourage you to keep a mask on you at all times, should the spaces you visit necessitate the usage of one*

As a matter of College Policy, at all times, all students, employees and visitors are required to remain off campus if they are exhibiting any level of illness, whether or not they believe it to be COVID-19.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
5:45pm Board Dinner [No Board discussion/decisions]	
<u>BOARD POLICY:</u> Open Meetings Act – Act 267 of 1976	
Description:	
<p>In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the board is present.</p> <p>As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA “does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,”²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a ‘meeting of a public body’ and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>	
Resource Impact:	
None	
Requested Board Action:	
Board members partake in a purely social dinner gathering, prior to the regular Board meeting.	
Action Taken:	



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

Parliamentary procedure is a set of rules for conducting orderly meetings of the Board of Trustees that accomplish goals fairly. Excerpts from Robert's Rules of Order Newly Revised – 12th Ed. (RONR), includes provisions for small assemblies (i.e., a grouping of 12 or fewer members). These rules apply to the Board committees as well.

I. General Principles:

RONR provides that Board of Trustees meetings are not to be conducted with the formality of a large assembly, but some general principles apply. Namely:

1. A quorum must be present for business to be conducted.
2. All Trustees have equal rights, privileges and obligations.
3. No person should speak until recognized by the chairperson.
4. Personal remarks or sidebar discussions during debate are out of order.
5. Only one question at a time may be considered.
6. Only one person may have the floor at any one time.
7. Trustees have a right to know what the pending question is and to have it restated prior to a vote being taken.
8. Full and free discussion of every main motion is a basic right.
9. A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
10. Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
11. The chair should always remain impartial.

II. Unique Components to Small Assemblies:

These rules/exceptions are called the *Rules of Order for Small Assemblies*. However, the following RONR modifications to the Rules for small assemblies are notable and must be adhered to:

1. Members are not required to obtain the floor before speaking or making a motion, which can be done while seated. The chairperson merely recognizes the person.
2. Motions need not be seconded, although the chair should repeat the motion so that the meeting knows what is being talked about and before there is a vote, the proposed resolution should be repeated by the chair unless the resolution is clear. (A long motion should be in writing to assist the chair.)

3. There is no limit on the number of times that a person can speak, although in boards and committees it is not proper for a member to speak if a person who has not spoken wishes to be recognized. It is never proper to interrupt.
4. Informal discussion on a topic is permitted, even though no motion is pending. (It is required, however, to stick to the agenda.)
5. When a proposal is perfectly clear to the assembly, a vote can be taken without a motion having been made, but the chair is responsible for expressing the resolution before it is put to a vote.
6. The chair need not rise while putting questions to a vote.
7. The chair can participate in the discussion and unless there is a rule or custom of the board or committee to the contrary, can make motions and vote.
8. In order to have the benefit of the committee's or board's matured judgment, no motions to close or limit debate (such as "calling the question") are permitted.

III. Amendments:

A "motion to amend" can accomplish one or more of the following: 1) Inserting new language; 2) Striking language; and 3) Striking language in favor of adding new language.

Any motion can be amended by a subsequent motion. If the person who made the original motion consent to the amendment, the amendment is then deemed to be "friendly" amendment and it does not require additional support from another person; additionally, the matter is not subject to debate. If an amendment is not deemed friendly, it does require a person to second the amendment. Such a motion must then be debated and voted upon, before the debate resumes on the original motion.

A person wishing to make an amendment cannot interrupt another speaker. The chair should allow full discussion of the amendment (being careful to restrict debate to the amendment, not the original motion) and should then have a vote taken on the amendment only, making sure the board members know they are voting on the amendment, but not on the original motion.

If the amendment is defeated, another amendment may be proposed, or discussion will proceed on the original motion.

If the amendment carries, the meeting does not necessarily vote immediately on the "motion as amended." Because the discussion of the principle of the original motion was not permitted during debate on the amendment, there may be members who want to speak now on the issue raised in the original motion.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:

1.0 Call to Order & Pledge of Allegiance of the United States

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

Description:

Board Chairperson Crist will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:

The Pledge:

"I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".

Resource Impact:

None

Requested Board Action:

Come to order, stand, and recite the Pledge of Allegiance to the United States.

Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
2.0 Adoption of Minutes 2.1 Regular Board Meeting of 05.08.23 <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:
Attached are the minutes of the most recent meeting of the Board for your review and consideration for placement into the formal record of the Jackson College Board of Trustees. Please note that, by law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting, and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.
Resource Impact:
None
Requested Board Action:
Consideration of the minutes for approval to the formal record of the Board.
Action Taken:



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, George E. Potter Center, 2nd Floor,
Boardroom

05.08.23

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 05.08.23, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

Board Members Present: Chairman John Crist, Vice-Chairwoman Sheila Patterson, Trustee Donna Lake, Trustee Matt Heins, Trustee Philip Hoffman, Trustee Sam Barnes, and Trustee Christopher Simpson

Board Member Excused Absence:

Others Present Include: Dr. Daniel Phelan, Ms. Cindy Allen, Mr. Jeremy Frew, Ms. Irma Nydegger, and Mr. Keith Everett Book.

Chairperson John Crist called the meeting to order at 6:30PM Eastern Standard Time.

ADOPTION OF MINUTES

The draft minutes of the Board's Spring Planning Session on 04.07.23 and the Regular Meeting of the Board of Trustees on 04.10.23 were reviewed by the Board and moved into the permanent record by Chairperson Crist, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

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

CAREHOLDERSHIP LINKAGE

PUBLIC COMMENTS:

None

CEO COMMENTS:

CEO Phelan shared recent Senate Bill 0200, Sec. 241d with the Trustees. He discussed his concern with the potentially negative impacts that a proposed coordinating council at the State level could have on higher education in Michigan. He shared continuing constructive conversations he had, and continue to be held with Senator Sarah Anthony who is leading efforts toward assembling a coordinating council. She is wanting to have more control of information, financial aid coordination, reporting,

and other areas and is committed to doing this. CEO Phelan is working with MCCA, the MCCA Legislative Committee, and a number of his peers to help minimize the negative impact of this effort.

Trustee Barnes noted that the list of legislator donors can clarify the source of a Bill.

CEO Phelan also shared that capital outlay determinations are likely not to receive attention until late Summer, principally due to other legislative priorities. He is doubtful that the budget will be approved prior to the Mackinac Policy Conference.

BOARD COMMENTS:

Vice Chairperson Patterson shared her positive experience at the Distinguished Service Crockett Award Dinner. She noted that the Crockett family was not in attendance and her hope that they will be next year.

Trustee Lake and Heins shared their appreciation for all the Commencement-related events this past month and thanked the College staff that made them possible.

Trustee Heins noted that Commencement for 2024 will be May 4th.

Trustee Heins and CEO Phelan discussed the recent testimony that CEO Phelan offered in Lansing during the Joint Capital Outlay Subcommittee meeting on April 19th. It was noted that all those that testified, who also had a Member from their district on the committee, who were present, were offered questions following their testimonies. Unfortunately, there are no members serving on the committee from the Jackson area..

Trustee Simpson noted that he attended the Jackson College All College Celebration which was well executed and enjoyed.

Chairperson Crist thanked CEO Phelan and staff for their work this past month. He also highlighted the CEO's Trustee Briefing received by the Trustees and pointed out that mental health of staff and students is a trend in CEO concerns as reported in an ACE survey. Jackson College continues to provide extensive services in this area.

CAREHOLDERSHIP LINKAGE COMMITTEE STATUS:

The careholders that participated in the most recent careholder linkage focus groups will be invited to attend the Pavilion ribbon cutting on June 12th, at 4:30pm.

ITEMS FOR DECISION

CLOSED SESSION: Contract Negotiations:

Chairperson Crist requested a closed hearing at 6:51pm for purposes of contract negotiations with the support staff union.

MOTION BY TRUSTEE HOFFMAN TO GO INTO CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED. TRUSTEE PATTERSON WAS OUT OF THE ROOM DURING THE ROLL CALL VOTE, BUT RETURNED MOMENTS AFTER THE ROLL CALL WAS TAKEN AND VOTED AYE.

At 6:56pm, Chairperson Crist requested a motion to move out of closed session.

MOTION BY TRUSTEE LAKE TO MOVE OUT OF CLOSED SESSION AS PROVIDED BY PUBLIC ACT 15.268, SECTION 8, SUB-SECTION (C) FOR STRATEGY AND NEGOTIATION SESSIONS CONNECTED WITH THE NEGOTIATION OF A COLLECTIVE BARGAINING AGREEMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

The Closed Session adjourned at 6:56pm. No Board Action was taken.

GOVERNANCE PROCESS ITEMS: Board Policy Pre-review Process:

The Board considered the proposed process and timeline for their policy pre-review which will be in discussion through the June Board meeting and Summer Retreat.

GOVERNANCE PROCESS ITEMS: GP-09 Board Code of Conduct – Policy Review:

Policy GP-09 was considered by the Board for its regularly scheduled review. CEO Phelan and Chairperson Crist recommended some minor clarifying changes for the Board's consideration.

Trustee Heins asked the Board to consider what a "reprimand" would look like for a violation of the Code of Conduct. CEO Phelan noted that generally, a reprimand would consist of a decision via Board action to censure a Trustee. Discussion ensued of who would determine for Board consideration if a Trustee action has been potentially unethical. CEO Phelan noted that the CGO would bring a grievance to the Board's attention for the Board's review. This policy will be reviewed once again by CEO Phelan and Chairperson Crist and brought back to the Board at the June Board meeting. Trustee Barnes suggested defining the word "reprimand" as paramount.

EXECUTIVE LIMITATIONS ITEMS: EL-03 Planning – Policy Review:

Policy EL-03 was considered by the Board for its regularly scheduled review. CEO Phelan and Chairperson Crist recommended some minor clarifying changes for the Board's consideration.

Trustee Barnes suggested that the language in policy item 4 of EL-03 be amended to qualify "multi-year" as "not less than three years" and policy item 5 of the same to be amended to qualify "multi-year" as "not less than five years".

MOTION BY TRUSTEE BARNES TO APPROVE POLICY EL-03 PLANNING AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-03 Planning – Interpretations Review:
CEO Phelan presented his clarified interpretation recommendations for Policy EL-03 to the Board for their regularly scheduled review.

The adjustments to the policy itself as approved at this meeting will be added to this interpretation.

MOTION BY TRUSTEE LAKE THAT THE BOARD HAS ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-03 PLANNING AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-05 Asset Protection – Interpretations Review Revisited:

Following the April 10, 2023, assessment of CEO Phelan's interpretations for policy EL-05, CEO Phelan presented some minor amendments to those interpretations that are more aligned with actual operational best-practices for the Board's consideration.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS RE-ASSESSED CEO PHELAN'S AMENDED INTERPRETATIONS OF POLICY EL-05 ASSET PROTECTION AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-05 Asset Protection – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-05 Asset Protection indicating Full Compliance according to his previously approved interpretations. CEO Phelan shared that the College facilities are now 100% insured (rather than the previous 50%, which is the common practice of Community Colleges), which has an additional insurance premium cost. He noted that participation in the Michigan Community College Risk Management Authority (MCCRMA) consortium is being considered by the CFO, John Globoker.

MOTION BY TRUSTEE LAKE THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 05 ASSET PROTECTION AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EL-06 Investments – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-06 Investments indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL- 06 INVESTMENTS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided an update on reports, presented to the Board over the preceding 12 months with the compliance status noted. He also provided a schedule of policy, interpretation, and evidence reviews for calendar year 2023.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: BCD-05 President Succession:

Chairman Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-05 President Succession. Brief discussion ensued as full compliance was mutually agreed upon.

MONITORING BOARD PERFORMANCE: GP-03 Board Planning Cycle & Agenda Control:

Chairman Crist presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-03 Board Planning Cycle & Agenda Control. Brief discussion ensued as full compliance was mutually agreed upon.

INFORMATION REQUEST BY THE BOARD

Board Summer Retreat Agenda – June 23, 2023:

CEO Phelan provided the members with a portend of items that are to come at the 6.23.23 Board Summer Retreat for their consideration.

Below are currently anticipated topics:

- Careholdership Linkage Considerations – next steps

Chairperson Crist expressed wanting to reach out to the Careholders once again to let them know how their input has been implemented.

- FY'23 Governance Process Policy Compliance Survey Results
- Book: *Trusteeship in Community College* – Review of each chapter summary
Trustee Heins shared his interest in an overview discussion of the book, rather than chapter by chapter. CEO Phelan suggested that any revelations for implementation from the reading could be the focus.
- Committee Process Usage
- Case Studies – Trustee Simpson shared his interest in Case Studies.
- Annual ACCT Congress Preparations
- Peer Benchmarking Mtg. at ACCT – CEO Phelan asked the Board to think about what they would like to discuss during the benchmarking exercise.
- Policy Pre-review Process
- Millage Consideration

FY'23 Q3 Financial Report:

CEO Phelan reviewed highlights of the FY'23 Q3 Financial Report. He noted higher expenses incurred in Business Office aid. He offered that he has no concerns about the current state of the College's financial stability. He noted efforts being made toward the ACS report to ensure that all Community Colleges are using the same data sets in their reporting.

In reference to Trustee Heins' question about a notation in the report indicating that service staffing expenses need time for analysis, CEO Phelan explained that the College food services have been brought in-house, including Jax Place and the Jets Pavilion concessions, efforts that are too new to begin seeing coverage over necessary expenses incurred.

Next Board Meeting Topics – June 12, 2023:

CEO Phelan provided the members with a portend of items that are to come at the 6.12.23, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

- Closed Session – Contract Negotiations
- Consideration of FY-24 Authorization to Levy
- FY'24 Budget Proposal
 - Truth in Budgeting Public Hearing
 - Consideration of FY'24 Tuition and Fees
 - Consideration of FY'24 Budget
- Policy & Interpretations Review: EL-00 General Executive Constraint
- Policy Review & Interpretations Review: EL-01 ENDS
- Evidence Review: EL-03 Planning
- Policy Pre-review Process
- Consideration of Fall Planning Session Date
- Selection of Representative to the MCCA Board of Directors

- Pre-Audit Committee Meeting
- GP-09 Board Code of Conduct – Policy Review- Part II

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

Principles of Policy Governance:

Members noted that, in their view, the meeting went per plan utilizing the 10 principles of Policy Governance.

MEETING CONTENT REVIEW

Trustees expressed that the content was sufficient.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, SIMPSON, PATTERSON, LAKE, BARNES, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:42pm ET.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
<p>3.0 Declaration of Conflict of Interest*</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct</p>
Description:
<p>Consistent with Board Policy, By-laws, and the standard of the Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairperson and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
Resource Impact:
None
Requested Board Action:
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
4.0 Careholdership Linkage 4.1 Public Comments (limit of 5 minutes per person) <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Careholdership
Description:
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless otherwise established at the call of the Board Chair.</p> <p>The Chairperson may offer the following statement prior to persons offering comment, but regardless, is expected to be adhered to by persons wishing to address the Board: <i>"When addressing the Board, speakers are asked to be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></p> <p><i>Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, or matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees".</i></p>
Resource Impact:
None
Requested Board Action:
Receive comments from persons wishing to address the Board.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
<p>4.0 Careholdership Linkage 4.2 Board & CEO Comments</p> <p><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Careholdership Linkage Committee Terms of Reference</p>
Description:
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda and deliberations. As such, members can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p>
Resource Impact:
None
Requested Board Action:
Receive non-action item comments from members and/or the CEO.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
4.0	Careholdership Linkage
4.3	Careholdership Linkage Committee Status
<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Careholdership Linkage Committee Terms of Reference	
Description:	
<p>This item is placed on the agenda for both Chairperson Crist and Trustee Lake, as co-chairs of the Committee, to provide an update of the Careholdership Linkage Committee and receive any Board comment.</p> <p>The attached letter was recently sent as an update to the careholders who participated in the 2020-2022 focus groups.</p>	
Resource Impact:	
None	
Requested Board Action:	
Consider update from Trustees regarding Careholdership Linkage progress.	



OFFICE OF THE PRESIDENT

2111 Emmons Road • Jackson, MI 49201-8399
517.787.0809 • www.jccmi.edu

June 9, 2023

Dear –

As our community welcomes Summer, the Jackson College Board of Trustees would like to continue its promise to you by keeping you abreast of how your focus group input has informed the Jackson College Strategic Agenda. Ultimately, what are we doing with the precious time and resources you donated?

Last October (2022), the Jackson College Leadership Council began building a list of important, strategic targets as they apply toward the achievement of the updated Jackson College Board ENDs (the Board's directive from you to the College: what good does the College do, for whom, and at what cost). The College will operationalize the strategic targets over the course of the next 18 months and evaluate them quarterly.

We are happy to report that these strategic targets have now been codified by combining your focus group input with that of our successful students and expert employees across the institution, whose input was collected via employee surveys (conducted both internally and externally), student experience workshops (facilitated externally), and multiple College departmental and committee meetings.

After all was considered, our **4 strategic targets** for the next 18 months were attributed to 4 essential buckets of service and have been deployed as follows:

1. For our students:

Through an appreciation for each unique, whole-person learner, provide personalized and equitable educational experiences.

2. For our employees:

Elevate an inclusive, diverse, and human-centric culture of love, care, and service leading to recruitment and retention of premiere talent.

3. For our community:

Build future-focused, industry-aligned workforce and economic development services for our students, our employers, and our community.

4. For our organization:

Advance Jackson College, in part, through the leadership practices of discipline, the use of data, sound decision-making practice, innovation, curiosity, and a hypervigilance toward the changing ecosystem of higher education.

The Board hopes that you will join them in their excitement to accomplish these meaningful and innovative targets. Rest assured that you will be hearing how these manifest via public announcement, social media, and personal invitation to our campuses. In fact, you will have already received an invitation for the ribbon cutting ceremony of the Jets Sports Complex on June 12th, 2023, at 5:00pm. We look forward to seeing as many of you on our Central Campus as possible as we share appreciation for this building's new and assuredly lasting contribution to our students and community.

You may also notice that the Board now refers to you as our steadfast "careholders" rather than "owners". The terminology change follows the global civil justice movement away from the word "owner", which carries a derogatory connotation to some in our contemporary setting. Equally as important, instilling the word "care" into your title helps to place you at the top of our minds in our efforts toward the love, care, and service of others.

Thank you once again for helping Jackson College apply the voice of our Careholders toward the Jackson College Strategic Agenda. You are an integral part in our Total Commitment to Student Success and mission: Together We Inspire and Transform Lives.

With respect and gratitude,

Daniel J. Phelan
President & CEO
Jackson College

BOARD OF TRUSTEES

John M. Crist, Chairperson • Sheila A. Patterson, Vice-Chairperson • Sam R. Barnes, Trustee • Matthew R. Heins, Trustee • Philip E. Hoffman, Trustee • Donna L. Lake, Trustee • Christopher A. Simpson, Trustee • Dr. Daniel J. Phelan, President



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Closed Session: Contract Negotiations* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff
Description:
As provided by Public Act 15.268, Section 8, Sub-section (c) for strategy and negotiation sessions connected with the negotiation of a collective bargaining agreement, I hereby request closed hearing at this time for the above purpose as it relates to the contract negotiations with the support staff union.
Resource Impact:
None
Requested Board Action:
Affirm the request and move to closed session.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
<p>5.0 Items for Decision</p> <p style="margin-left: 20px;">5.2 Governance Process</p> <p style="margin-left: 40px;">5.2.1 Selection of Representative to the MCCA Board of Directors</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-12 Board Linkage with External Organizations</p>
Description:
<p>The Michigan Community College Association (MCCA) requires the certification of each member college's President/CEO Director, a Trustee Director, as well as an Alternate Trustee Director, to serve as institutional delegates by July 15 of each year.</p> <p>Currently, I am designated as the President-Director to the MCCA Board. Last year, Chairperson Crist was appointed as the MCCA Trustee-Director, with Trustee Barnes serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director will need to be selected for this FY '24.</p> <p>Enclosed you will find the memorandum from MCCA President Brandy Johnson, as well as the actual certification form.</p>
Resource Impact:
None
Requested Board Action:
Consideration of MCCA Board Certification re: Board Membership and Executive Leadership Director designations
Action Taken:



MEMORANDUM

TO: MCCA Board of Directors

FROM: Brandy Johnson, Secretary, MCCA Board of Directors

DATE: June 1, 2023

SUBJECT: Certification of Appointments to the 2023-24 MCCA Board of Directors

Article VII, Sec. 1 and 2 of the Michigan Community College Association (MCCA) Bylaw states:

“There shall be a Board of Directors composed of the chief administrative officer of each member college and one member of the governing board. The governing board of each member college shall also designate an alternate who shall serve in the absence of its governing board member Director of the Association.

...Prior to July 15 each year, each member college shall certify to the Secretary of the Association its members of the Board of Directors.”

Attached is a copy of a Certification Form for the designation of 2023-2024 representatives to the MCCA Board of Directors. Please indicate and certify the names of the President Director, Trustee/Regent Director, and Alternate Trustee/Regent Director from your member college.

Please return a signed copy of the Certification Form to the MCCA office before July 14, 2023, so the composition of the 2023-2024 MCCA Board of Directors may be known before the July 2023 Summer Conference meeting.

Please contact me if you have any questions regarding this procedure.

A handwritten signature in black ink, appearing to read "Brandy Johnson", with a stylized flourish at the end.

Brandy Johnson

110 West Michigan Ave. • Lansing, Michigan 48933-1000 •
Phone: (517) 372 4350 • Fax: (517) 372 0905 • www.mcca.org

**CERTIFICATION OF APPOINTMENT
2023-2024 MCCA BOARD OF DIRECTORS
MICHIGAN COMMUNITY COLLEGE ASSOCIATION**

CERTIFICATION FORM

At a _____ meeting of the Board of Trustees or Board of
(Special/Regular)
Education of _____ held on _____
(College) (Date)
the following were designated as the chief administrative officer and governing board
representatives of _____ to the Board of Directors of
(College)
the Michigan Community College Association for the year beginning July 1, 2023, and
ending June 30, 2024.

MCCA BOARD OF DIRECTORS REPRESENTATIVES

President/Chancellor Director _____
(Name)

Trustee/Regent Director _____
(Name) (Board Title)

Alternate Trustee/
Regent Director _____
(Name) (Board Title)

Submitted by: _____
(Signature of Authorized Agent)

(Date)

Return this completed form by July 14, 2023 to:

MCCA – 110 West Michigan, St. 650, Lansing, MI 48933-1611, fax to: (517) 372-0905 or
e-mail to michelle@mcca.org. Thank you.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Governance Process 5.2.2 GP-09 Board Code of Conduct – Policy Review, Part II* <u>BOARD POLICY:</u> BOARD-CEO DELEGATION: GP-09 Board Code of Conduct
Description:
<p>Attached once again for review is policy GP-09. Following the Board's request at the 5.8.23 Regular Board meeting, Chairperson Crist and I are recommending some additonal clarifying changes for your consideration. Specific attention has been given to the definition of the word "reprimand" within the policy.</p> <p>Please find attached a version that tracks our recommended changes, as well as a clean version implementing the recommended changes.</p>
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy GP-09 Board Code of Conduct.
Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS **[DRAFT]**

Policy Title: Board Code of Conduct

Policy Number: GP-09

Date Adopted: 6.8.20

Version: 3.0

Date Last Reviewed: 5.8.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist

GLOBAL GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees, as first ambassadors of the College, ~~to~~ treat one another, the President/CEO, College employees, citizens of Jackson County and surrounding areas, students, and parents with respect, co-operation and a willingness to deal openly on all matters.

1. Trustees must have loyalty to the Ownership-Careholder that supersedes any loyalties to the President, College employees, other organizations or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse herself or himself without comment, from not

only the vote, but also from the deliberation. This absence shall be recorded in the minutes.

3.3. Trustees will not use their Board position to obtain employment with, ~~or~~ furnish services or goods ~~from~~ the College for themselves, family members, ~~or~~ associates, or organizations upon which a Trustee serves as a Board member.

3.3.3.4. Should a Trustee ~~apply for employment~~ become employed by the College, ~~they/he~~ must ~~first~~ resign from the Board before the first day of said employment.

4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the ~~CEO~~ President.
 - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair. Trustees shall only report actual Board policy decisions when interacting with the press or the public.
6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of Board meetings.
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
11. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.
12. Trustees who are found to have violated the Board's Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

Date Of Change	Version	Description of Change	Responsible Party Reviewing Trustees
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
<u>5.8.23</u>	<u>2.0</u>	<u>Regular Review w/ minor edits</u>	<u>CGO, CEO</u>
<u>6.12.23</u>	<u>3.0</u>	<u>Definition of reprimand provided in item 12.</u>	<u>CGO</u>

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Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS **[DRAFT]**

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1. Trustees must have loyalty to the Careholder that supersedes any loyalties to the President, College employees, other organizations or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 Executive Limitations 5.3.1 Line of Credit Re-authorization <p style="text-align: right;">(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
Description:
<p>Enclosed for your consideration is a resolution to re-authorize a line of credit for Jackson College which would allow us to secure funds for college operations, or to pay previous loans obtained for college operations, under the Community College Act. (The affidavit of posting notice is also enclosed here.)</p> <p>I would only make use of this funding for either temporary cash flow purposes, or emergency operational considerations, and obtain approval from the Board prior to doing so.</p>
Resource Impact:
None
Requested Board Action:
Consideration of resolution to re-authorize a line of credit.
Action Taken:

LIMITED TAX PLEDGE NOTICE

PLEASE TAKE NOTICE that there will be a meeting of the Board of Trustees of Jackson College, Michigan.

At said meeting, the Board of Trustees will consider for approval its proposed Line of Credit (General Obligation - Limited Tax) and related Draws. The proposed Line of Credit (General Obligation - Limited Tax) and related Draws, if issued, will contain the limited tax full faith and credit pledge of Jackson College, Michigan.

DATE OF MEETING:	June 12, 2023
PLACE OF MEETING:	Jackson College, 2111 Emmons Rd., Jackson, MI 49201 <u>George E. Potter Center, 2nd Fl., Boardroom</u> (place and address)
HOUR OF MEETING:	6:30 _____ o'clock, ____ p.m.
TELEPHONE NUMBER OF PRINCIPAL OFFICE OF THE BOARD OF TRUSTEES:	<u>517-787-0809</u>
BOARD MINUTES ARE LOCATED AT THE PRINCIPAL OFFICE OF THE BOARD OF TRUSTEES:	Jackson College, 2111 Emmons Rd., Jackson, MI 49201 George E. Potter Center, 2nd Fl., President's Office and virtually: <u>https://www.jccmi.edu/board-of-trustees/meetings</u> (address)

John M. Crist, Chairperson, Board of Trustees
(typed name or signature)

AFFIDAVIT OF POSTING NOTICE

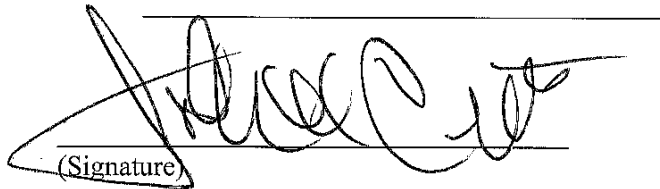
STATE OF MICHIGAN)
)ss
COUNTY OF Jackson)

The undersigned, being first duly sworn, deposes and says that he/she posted the public notice attached hereto at least eighteen (18) hours prior to the below-referenced meeting of the Board of Trustees of Jackson College, Michigan, held on:

DATE OF MEETING: June 12, 2023

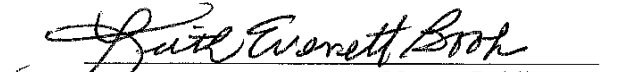
HOUR OF MEETING: 6:30 o'clock, p.m.

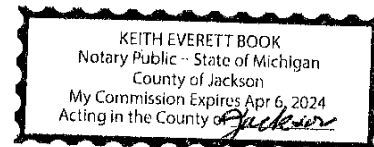
PLACE OF POSTING NOTICE: Jackson College, 2111 Emmons Rd., Jackson, MI 49201
George E. Potter Center, 2nd FL, President's Office
and virtually:
<https://www.jccmi.edu/board-of-trustees/meetings>


(Signature)

John M. Crist
(Print Name)

Subscribed and sworn to before me in Jackson County, Michigan, on the 6th day of June , 2023.


Keith Everett Book, Notary Public
State of Michigan, County of Jackson
My commission expires: April 6, 2024
Acting in the County of Jackson



BOARD RESOLUTION TO ESTABLISH COMMUNITY COLLEGE LINE OF CREDIT

Jackson College, Michigan (the “Issuer”)

A regular meeting of the board of trustees of the Issuer (the “Board”) was held in the County of Jackson, MI, within the boundaries of the Issuer, on the 12th day of June, 2023, at 6:30 o’clock in the p.m. (the “Meeting”).

The Meeting was called to order by John M. Crist, Chairperson.

Present: Trustees Philip Hoffman, Samuel R. Barnes, Sheila A. Patterson, John M. Crist, Christopher A. Simpson, Donna L. Lake, Matthew R. Heins

Absent: Trustees

The following preamble and resolution were offered by Trustee John M. Crist and supported by Trustee _____:

WHEREAS:

1. Section 127 of 1966 PA 331, as amended (the “Community College Act”), authorizes this Board to obtain a line of credit to secure funds for college operations or to pay previous loans obtained for college operations under the Community College Act or any other statute; and

2. As security for the proposed line of credit, the Board is authorized to pledge an allocation of fees and charges required to be paid by students enrolling with the Issuer for that fiscal year for repayment of funds received pursuant to the line of credit; and

3. The Community College Act requires that a Line of Credit be subject to the Revised Municipal Finance Act, as amended, (the “Act”); and

4. Five percent (5%) of estimated fiscal year 2023-2024 operating expense is \$2,606,580; and

5. The process of soliciting bids by publishing a notice of sale in a publication as specified in Section 309(2) of the Act is prohibitively more expensive than soliciting one or more bids.

6. The Issuer has obtained a bid from County National Bank, Hillsdale, Michigan (the “Bank”) to fund the line of credit with a fixed interest rate of 6.37% per annum, with monthly payments of interest and with principal and then-unpaid interest due at final maturity, with a Bank fee of \$10,000 (the “Bid”).

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Based upon expense considerations associated with publishing a notice of sale, as specified in Section 309(2) of the Act, the Board ratifies and affirms the administration solicitation of the Bid from the Bank.

2. This Board does hereby determine that it is in the best interest of the Issuer and its fiscal operation for the fiscal year 2023-2024 to accept the Bid of the Bank and to obtain a line of credit to secure funds for college operations and/or to pay previous loans obtained for college operations.

3. This Issuer shall secure a line of credit with the maximum available borrowing amount of not to exceed Ten Million Dollars (\$10,000,000), or such lesser amount as reduced by a member of the administrative staff or the by Board of Issuer, and shall issue its line of credit obligation (the "Line of Credit") therefor. The Issuer hereby appropriates a sufficient amount of its 2023-2024 fees and charges paid by students enrolling with the Issuer, which amount is expected to be \$ 25,798,740, of which \$ 807,811.34 has already been received by the Issuer, to repay the principal of and interest on the Line of Credit. In addition, the full faith and credit of the Issuer is hereby irrevocably pledged for payment of the proposed Line of Credit, and in case of insufficiency of fees and charges paid by students enrolling with the Issuer, the Issuer shall pay the Line of Credit as a first budget obligation from any funds legally available therefor, and, if necessary, levy taxes on all taxable property of the Issuer for the payment thereof, subject to applicable constitutional, statutory and charter tax rate limitations, all pursuant to the Community College Act. That full faith and credit pledge is subordinate to any encumbrances or tax levies pledged or to be pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to the Act. The Line of Credit shall not be considered the indebtedness of the State of Michigan, and the obligation shall carry a statement to that effect.

4. Said Line of Credit shall be dated as of September 1, 2023, or date of delivery, shall bear interest on the outstanding balance of any draws against that Line of Credit ("Draws") made by the Issuer from the date of that Draw until that Draw or portion of Draw is paid, at a rate not exceeding six and three hundred seventy-five thousandths percent (6.375%) per annum on the balance remaining unpaid. The total of all Draws outstanding at any one time against the Line of Credit shall not exceed \$10,000,000. Interest shall be payable to the Registered Owner monthly on the first day of each month during the life of the Line of Credit, until the outstanding Draw amounts are fully paid, in lawful money of the United States of America, at such bank or trust company in the State of Michigan as shall be designated by the original purchaser of the Line of Credit, which paying agent qualifies as such under the statutes of the State of Michigan or of the Federal Government. The principal amount of any Draw shall be due and payable on or before August 31, 2024. In the discretion of the Issuer, principal payments on any Draw occurring before August 31, 2024, may be made in whole or in part. If more than one Draw against the Line of Credit is made, those Draws shall be numbered serially from 1 upwards, and any payments made prior to maturity shall be applied to the Draws in direct numerical order. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws maximum principal amount of the Line of Credit.

5. The form of the Line of Credit shall be in substantially the form set forth and attached hereto as Exhibit A, as may be modified by the President and Chief Financial Officer, and the form of any Draw against the Line of Credit shall be in the form set forth and attached hereto as Exhibit B, as may be modified by the President or the Chief Financial Officer.

6. A member of either the administrative staff or the Board of the Issuer is hereby authorized and directed to file a certified copy of this resolution with the authorized representative of the Michigan Department of Treasury for and on behalf of the Issuer, along with an application

for an order waiving the requirement for a credit rating for the Line of Credit, any other documentation required by the Michigan Department of Treasury for that purpose, and to pay any applicable fee therefor from the Issuer's General Fund.

7. The Line of Credit and any related Draw shall be executed by the President and Chief Financial Officer of the Issuer. The Board Chair and the Board Vice Chair of the Issuer may sign in the place of either the President or the Chief Financial Officer.

8. The Board acknowledges that the interest on the Line of Credit and the Draws is not exempt from federal income taxation.

9. Within fifteen (15) business days after issuance of the Line of Credit, the Board hereby authorizes and directs the Chief Financial Officer to cause to be filed with the Michigan Department of Treasury any and all documentation required subsequent to the issuance of the Line of Credit. Further, within fifteen (15) business days after any Draw against or payment on the Line of Credit, the Board hereby directs the Chief Financial Officer to file with the Michigan Department of Treasury information required by the Michigan Department of Treasury regarding the same.

10. The President, Chief Financial Officer, Board Chair, and Vice Chair are each further authorized to execute any documents or certificates necessary to complete the transaction. Any of those officers may designate, in writing, an individual to act in their place with respect to the powers conveyed in this paragraph.

11. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

Chair, Board of Trustees

The undersigned duly qualified and acting Chair of the Board of Trustees of Jackson College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, Public Acts of Michigan, 1976, as amended).

Chair, Board of Trustees

CJI/clw

EXHIBIT A

**UNITED STATES OF AMERICA
STATE OF MICHIGAN
JACKSON COLLEGE
2022 LINE OF CREDIT NOTE**

Rate

**Maturity Date
August 31, 2024**

Date of Original Issue**Registered Owner:****Maximum Principal Amount:**

Jackson College, State of Michigan (the "Issuer"), for value received, hereby promises to pay to the Registered Owner specified above, or registered assigns, pursuant to this line of credit note (the "Note"), the Maximum Principal Amount specified above, or so much of such sum as shall be advanced from time to time by the Registered Owner hereunder to the Issuer in one or more draws (the "Draws"), payable on or before August 31, 2024, with interest thereon from the date of any Draw until paid, in arrears, on the first business day of each month in which any or all of the Maximum Principal Amount remains outstanding at the Rate specified herein, based on a 360-day year, 30-day month. In the discretion of the Issuer, principal payments on any Draw occurring before August 31, 2024, may be made in whole or in part. This Note and the associated Draws shall be issued in minimum denominations of \$100,000 and in \$1,000 increments in excess of \$100,000.

Draws against this Note are subject to the right of the Issuer to pay the same in whole or in part, without premium or penalty, at any time prior to maturity. The Registered Owner shall permit Draws against this Note at any time and from time to time, prior to August 31, 2024, in such amounts as the Issuer shall request, by delivery of a Request for Disbursement substantially in the form of Attachment A hereto, in denominations of not less than the minimum denomination described herein and not to exceed in aggregate at any time the outstanding Maximum Principal Amount. The Registered Owner shall fund such Draws to the Issuer under this Note on the date of receipt of such Request for Disbursement if received no later than 3:00 p.m. Detroit, Michigan time on a business day, and on the next business day if received after 3:00 p.m. Detroit, Michigan time, provided, in each case, that all of the conditions for such Draw set forth in the Note have been satisfied, and provided that the amount requested shall not cause the total principal amount outstanding under this Note to exceed the Maximum Principal Amount. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws the Maximum Principal Amount.

This Note and the Draws hereunder are issued under the provisions of Section 127 of Act 331, Public Acts of Michigan, 1966, as amended, and Act 34, Public Acts of Michigan, 2001, as amended, for the purpose of providing money for college operations, or to pay previous obligations incurred for college operations under any statute. The Issuer hereby pledges for the payment of this Note and the Draws hereunder the monies to be received by it from fees and charges paid by students enrolling with the Issuer. As additional security, the Issuer has pledged the full faith, credit, and resources of the Issuer and, in the event of the unavailability or insufficiency of fees and charges paid by students enrolling with the Issuer for any reason, this Note and the Draws thereon are payable from tax levies within the Issuer's constitutional, statutory, and charter limitations or from unencumbered funds of the Issuer. The pledge of the full faith, credit and resources is subordinate to any encumbrances of tax levies pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to Act 34, Public Acts of Michigan, 2001, as amended. This Note and any Draws thereon shall not be consideration of indebtedness of the State of Michigan.

The Issuer agrees that the Registered Owner has the right to sell, assign, or grant participations or any interest in, any or all of the Note, and that, in connection with this right, but without limiting its



ability to make other disclosures to the full extent allowable, the Registered Owner may disclose all documents and information which the Registered Owner now or later has relating to the Issuer or the Note. However, any such sale, assignment or grant of participation or interest, as well as any re-sale, re-assignment, or re-grant of participation or interest of any level, must be noticed to the Issuer in writing prior to the effective date, and the Registered Owner is solely responsible for compliance with the obligations of Rule 15c2-12 of the Securities and Exchange Commission regarding sale to limited numbers of sophisticated investors.

THIS NOTE IS MADE IN THE STATE OF MICHIGAN AND SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE INTERNAL LAWS OF THE STATE OF MICHIGAN, WITHOUT REGARD TO CONFLICT OF LAWS PRINCIPLES.

THIS LINE OF CREDIT NOTE HAS NOT BEEN REGISTERED UNDER THE SECURITIES ACT OF 1933, AS AMENDED, OR THE MICHIGAN UNIFORM SECURITIES ACT, AS AMENDED, IN RELIANCE UPON EXEMPTION THEREUNDER. ANY RESALE OR OTHER TRANSFER OF THIS LINE OF CREDIT NOTE OR ANY DRAW RELATED THERETO MAY BE MADE ONLY UPON REGISTRATION UNDER SUCH ACTS OR IN AN EXEMPT TRANSACTION UNDER SUCH ACTS AND UPON COMPLIANCE WITH THE CONDITIONS SET FORTH HEREIN AND MAY BE OFFERED AND SOLD ONLY IF REGISTERED PURSUANT TO THE PROVISIONS OF THOSE ACTS OR IF AN EXEMPTION FROM REGISTRATION IS AVAILABLE.

It is hereby certified and recited that all acts, conditions, and things required by law, precedent to and in the issuance of this Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Note, does not exceed any constitutional or statutory limitation.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Note to be signed in the name of the Issuer by its College President and Vice Chair, as of September 1, 2023.

Jackson College
State of Michigan

By _____
Daniel J. Phelan
President

And _____
John Globoker
Chief Financial Officer



ATTACHMENT A

REQUEST FOR DISBURSEMENT

The Issuer hereby requests that the Registered Owner fund a Draw to it in the sum of:

\$ _____

pursuant to the \$ _____ Line of Credit Note dated September 1, 2023 (the
"Note") for _____ deposit to _____ Bank, _____ account no.
_____.

and in connection therewith the Issuer certifies that after giving effect to the requested Draw the total principal amount of Draws outstanding under the Note will not exceed the Maximum Principal Amount.

Capitalized terms used but not defined herein shall have the meanings set forth in the Note.



**JACKSON COLLEGE
STATE OF MICHIGAN**

By: _____

Dated: _____, 20____

Name: _____

Its: _____

By: _____

Name: _____

Its: _____

Approved by: _____

EXHIBIT B

**UNITED STATES OF AMERICA
STATE OF MICHIGAN
JACKSON COLLEGE
DRAW No. ____ AGAINST 2023 LINE OF CREDIT NOTE**

Rate**Maturity Date
August 31, 2024****Date of Original Issue**

**REGISTERED OWNER:
PRINCIPAL AMOUNT:**

Pursuant and subject to the terms and conditions of the associated 2023 Line of Credit Note, dated _____ (the "Note") of Jackson College, State of Michigan (the "Issuer"), the Issuer does hereby draw against the Note (the "Draw") and promises to pay the Registered Owner specified above, or registered assigns, the Principal Amount specified above, payable on or before August 31, 2024, with interest thereon from the date specified above until paid, on the first business day of each month in which any or all of the Principal Amount remains outstanding, at the Rate specified herein based on a 360-day year, 30-day month. Payments of the Principal Amount made before August 31, 2024, may be made in whole or in part in the discretion of the Issuer.

In the event of one or more partial payments of the Principal Amount made before August 31, 2024, the Registered Owner shall surrender this Draw to the Issuer in exchange for a replacement Draw in a new principal amount reflecting the then unrepaid portion of the Principal Amount of this Draw.

It is hereby certified and recited that all acts, conditions and things required by law, precedent to and in the issuance of this Draw and the related Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Draw, does not exceed any constitutional, statutory or charter limitation as of the date hereof.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Draw to be signed in the name of the Issuer by its President and Chief Financial Officer, as of _____.

Jackson College
State of Michigan

By _____
President

And _____
Chief Financial Officer



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 Executive Limitations 5.3.2 EL-00 General Executive Constraints – Policy Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-00 General Executive Constraints
Description:
Attached for its regularly scheduled review is policy EL-00. Chairperson Crist and I are recommending some minor clarifying changes for your consideration. Please find attached a version that tracks our recommended changes, as well as a clean version implementing the recommended changes.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EL-00 General Executive Constraints.
Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS **[DRAFT]**

Policy Title: General Executive Constraint

Policy Number: EL 00

Date Adopted: 11.11.19

Version: **23.0**

Date Last Reviewed: 1.9.23

Responsible Party: **Chief Governance Officer**

Reviewing Committee: **Chairperson Crist**

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GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The **President-CEO** shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful.

Date Of Change	Version	Description of Change	Responsible Party <u>Reviewing Trustees</u>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
1.9.23	2.0	Special Review – Approved removal of “ imprudent or in violation of commonly accepted business and professional ethics.”	CEO
<u>6.12.23</u>	<u>3.0</u>	<u>Regular Review – Minor changes to responsible party (CGO) and CEO reference (as opposed to President)</u>	<u>CGO</u>

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Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS **[DRAFT]**

Policy Title: General Executive Constraint

Policy Number: EL 00

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 1.9.23

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist

GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful.

Date Of Change	Version	Description of Change	Reviewing Trustees
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
1.9.23	2.0	Special Review – Approved removal of “ imprudent or in violation of commonly accepted business and professional ethics.”	CEO
6.12.23	3.0	Regular Review – Minor changes to responsible party (CGO) and CEO reference (as opposed to President)	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 Executive Limitations 5.3.3 EN-01 Board's ENDS – Policy Review* <u>BOARD POLICY:</u> ENDS: EN-01 Board's ENDS
Description:
Attached for its regularly scheduled review is policy EN-01. Chairperson Crist and I are recommending some significant changes for your consideration. Please find attached a version that tracks our recommended changes, as well as a clean version implementing the recommended changes.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EN-01 Board's ENDS.
Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: ENDs **[DRAFT]**

Policy Title: ENDs
Policy Number: EN-01
Date Adopted: 8.12.19

Version: **3.0**
Date Last Reviewed: 08.08.22
Responsible Party: **Chief Governance Officer**
Reviewing Committee: **Chairperson Crist**

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GLOBAL ENDS STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to **community-Jackson County's** vitality at a cost that demonstrates wise and sustainable stewardship of resources.

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.
- 1.1 An increasing number of **students/learners** complete degrees and obtain industry recognized credentials of value in the workplace.
 - 1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.
 - 1.1.2. Ongoing regional labor force and employment needs are identified and supported.
 - 1.2 Employers have properly qualified people available to meet their needs.
 - 1.3 Employers have avenues for employee training.
 - 1.4 The region has enhanced capacity for entrepreneurial innovation.

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~~4.1.~~

2. StudentsLearners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.

2.1. Current and prospective studentslearners have accurate information about transfer agreements and opportunities.

3. Diverse populations of studentslearners experience learning and academic success responsive to their unique whole student learner needs.

3.1. Educational opportunities exist for those that might not otherwise have them.

3.2. StudentsLearners have access to learning and academic support consistent with current technology and research.

3.3. StudentsLearners have ancillary support that meet their unique needs.

4. StudentsLearners develop life and workplace skills.

4.1. Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

4.1. 4.1.1. StudentsLearners experience significant gains in their critical thinking, problem solving and written communication skills.

4.1.2. StudentsLearners have opportunities to develop leadership skills.

4.2. 4.1.3 Learners experience a variety of cocurricular opportunities at the College including intercollegiate athletics and other activities which favorably impact the lives of the participants.

~~5. Economic and social well-being of the region is enhanced.~~

~~5.1. Employers have properly qualified people available to meet their needs.~~

~~5.2. Employers have avenues for employee training.~~

~~5.3. The region has enhanced capacity for entrepreneurial innovation.~~

~~5.4. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.~~

~~6.5. Jackson County~~ Residents have accessible resources to improve their quality of life.

~~6.4-5.1.~~ Lifelong learning opportunities are available to residents.

~~5.2.~~ Residents have resources for social, cultural, arts and wellness experiences.

~~6.2-5.3.~~ The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

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Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release of new Ends policy following Policy Governance consulting work.	Chief of Staff
04.11.22	2.0	Opening statement language updated to reference "All those who choose to enroll" (as opposed to "Residents of Jackson County and non-chartered Counties")	CEO
8.8.22	2.0	Regular Review – Approved	CEO
6.12.23	3.0	Regular Review – Edits Proposed	CGO

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Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: ENDs **[DRAFT]**

Policy Title: ENDs

Policy Number: EN-01

Date Adopted: 8.12.19

Version: 3.0

Date Last Reviewed: 08.08.22

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist

GLOBAL ENDS STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.
 - 1.1 An increasing number of learners complete degrees and obtain industry-recognized credentials of value in the workplace.
 - 1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.
 - 1.1.2. Ongoing regional labor force and employment needs are identified and supported.
 - 1.2 Employers have properly qualified people available to meet their needs.
 - 1.3 Employers have avenues for employee training.
 - 1.4 The region has enhanced capacity for entrepreneurial innovation.

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.
 - 2.1. Current and prospective learners have accurate information about transfer agreements and opportunities.
3. Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.
 - 3.1. Educational opportunities exist for those that might not otherwise have them.
 - 3.2. Learners have access to learning and academic support consistent with current technology and research.
 - 3.3. Learners have ancillary support that meet their unique needs.
4. Learners develop life and workplace skills.
 - 4.1. Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.
 - 4.1.1. Learners experience significant gains in their critical thinking, problem solving and written communication skills.
 - 4.1.2. Learners have opportunities to develop leadership skills.
 - 4.1.3 Learners experience a variety of cocurricular opportunities at the College including intercollegiate athletics and other activities which favorably impact the lives of the participants.
5. Jackson County Residents have accessible resources to improve their quality of life.
 - 5.1. Lifelong learning opportunities are available to residents.
 - 5.2. Residents have resources for social, cultural, arts and wellness experiences.
 - 5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release of new Ends policy following Policy Governance consulting work.	Chief of Staff
04.11.22	2.0	Opening statement language updated to reference “All those who choose to enroll” (as opposed to “Residents of Jackson County and non-chartered Counties”)	CEO
8.8.22	2.0	Regular Review – Approved	CEO
6.12.23	3.0	Regular Review – Edits Proposed	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 Executive Limitations 5.3.4 EL-00 General Executive Constraints – Interpretations Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-00 General Executive Constraints
Description:
<p>Enclosed for their regularly scheduled review are my interpretations for policy EL-00 General Executive Constraints.</p> <p>I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.</p>
Resource Impact:
None
Requested Board Action:
Consideration of accepting or not accepting my interpretations for policy EL-00 General Executive Constraints as demonstrating a reasonable interpretation of the policy.
Action Taken:



Jackson College Board of Trustees

Interpretations Assessment: EL – 00 General Executive Constraint

Report Date: 06.12.23

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

POLICY STATEMENT:

The **President**~~CEO~~ shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful.

INTERPRETATION:

I have fully interpreted the practices, activities, decisions, and organizational circumstances that ~~the Board considers to be imprudent or in violation of commonly accepted business and professional ethics~~are unlawful in its appear in the Board's Executive Limitations EL-01 through EL-12, are unlawful and must be avoided. Compliance with those policies, in addition to the following, will constitute full compliance with EL-00.

The legal context in which the College operates is complex and ever-changing. As such, there may be occasions when there is an inadvertent violation of the law due to the addition of case law, nuanced interpretations of the law, the litigious nature of society, as well as the potential for inconsistent interpretations of case situations by the courts, judges, and juries. Therefore, Jackson College, potentially could be found guilty of noncompliance with law through no fault of, or intentional action of the Board, the CEO, or College employees.

More particularly, cCompliance will be demonstrated when:

- a) Independent legal review of relevant College operations confirms that there has been no intentional violation of relevant laws as they pertain to EL-01 to EL-12.
 - EL-02, #1, 1.1, and 3 – HR policies and procedures are consistent with Sstate and Ffederal labor laws.
 - EL-07, #3 – Compensation and benefits do not deviate from current collective bargaining agreements.
 - EL-10, #4 – Academically at-risk students are not allowed to be without sufficient support systems to encourage their success and completion.
- b) There are no material findings discovered in the auditor's report related to:

- EL-04, #6 – The filing or accuracy of tax or other government ordered payments.
- EL-06, #3 – Investment of cash accounts in other than high interest savings or FDIC insured repurchase agreements.

This is reasonable because it assures that there is objective, third-party review by those with technical and/or legal expertise or knowledge.



Jackson College Board of Trustees

Interpretations Assessment: EL – 00 General Executive Constraint

Report Date: 06.12.23

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

POLICY STATEMENT:

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful.

INTERPRETATION:

I have fully interpreted the practices, activities, decisions, and organizational circumstances that appear in the Board's Executive Limitations EL-01 through EL-12, are unlawful and must be avoided. Compliance with those policies, in addition to the following, will constitute full compliance with EL-00.

The legal context in which the College operates is complex and ever-changing. As such, there may be occasions when there is an inadvertent violation of the law due to the addition of case law, nuanced interpretations of the law, the litigious nature of society, as well as the potential for inconsistent interpretations of case situations by the courts, judges, and juries. Therefore, Jackson College, potentially could be found guilty of noncompliance with law through no fault of, or intentional action of the Board, the CEO, or College employees.

More particularly, compliance will be demonstrated when:

- a) Independent legal review of relevant College operations confirms that there has been no intentional violation of relevant laws as they pertain to EL-01 to EL-12.
 - EL-02, #1, 1.1, and 3 – HR policies and procedures are consistent with State and Federal labor laws.
 - EL-07, #3 – Compensation and benefits do not deviate from current collective bargaining agreements.
 - EL-10, #4 – Academically at-risk students are not allowed to be without sufficient support systems to encourage their success and completion.
- b) There are no material findings discovered in the auditor's report related to:
 - EL-04, #6 – The filing or accuracy of tax or other government ordered payments.

- EL-06, #3 – Investment of cash accounts in other than high interest savings or FDIC insured repurchase agreements.

This is reasonable because it assures that there is objective, third-party review by those with technical and/or legal expertise or knowledge.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.3	Executive Limitations
5.3.5	EN-01 Board's ENDS – Interpretations Review*
<u>BOARD POLICY:</u> ENDS: EN-01 Board's ENDS	
Description:	
Enclosed for their regularly scheduled review are my interpretations for policy EN-01 Board's ENDS.	
I am recommending some changes to my interpretations since the Board last reviewed them for your consideration. Please find attached a version that tracks my recommended changes, as well as a clean version implementing my recommended changes.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of accepting or not accepting my interpretations for policy EN-01 Board's ENDS as demonstrating a reasonable interpretation of the policy.	
Action Taken:	



Jackson College Board of Trustees

Interpretations Assessment:
EN – 01 Board ~~ENDs~~ENDS

Report Date: 06.12.23

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

POLICY STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.

INTERPRETATION:

I have interpreted "...learning opportunities that prepare ~~them~~ learners to be successful global citizens and contribute to ~~Jackson County's community~~ vitality..." in the lower levels policy below.

Achievement of these, together with the following items will constitute achievement of the Board's ~~Ends~~ENDsENDS policies.

I am interpreting wise and sustainable stewardship of resources to be the continuing low cost of quality education in comparison to both public and private four-year institutions.

Compliance will be demonstrated when:

- a) ~~a)~~ Cost of achieving a four-year degree, offset by two years of Jackson College experience, is less than achieving same/similar degree at the four-year State or private institution.

The is reasonable because community college are established by the State. According to the State of Michigan Constitution of 1963, Public Acts 193 and 287 of 1964, and Public Act 331 of 1966, and the State Fiscal Agency of Michigan, "The singular purpose of these [sic] colleges was to provide the first two years of a baccalaureate program. Further, "...the comprehensive community college was founded upon three basic elements: 1) equitable access to educational services for all persons in the community; 2) the removal of geographic and economic barriers that prohibit persons from benefiting from the service; and 3) the reasonable opportunity for the individual to discover and develop his or her talents at low cost." Considerations of total cost of attendance addresses the State's expectations, as well as this ENDS

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provision.-

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.

INTERPRETATION:

I have interpreted this statement to mean that Jackson College should have considerable operational and programmatic differences from other community colleges, as measured by the number of unique (i.e., less than 25% of Michigan Community Colleges) to Jackson College. I further interpret that a principal element of the College's programming should be leveraged to support local workforce and economic development, as measured by the number of programs provided, contract training opportunities provided, the total number of persons trained, as well as other related activities and contributions.

This is reasonable because:

Workforce and economic development are both historical and distinctive roles of community colleges. The demonstration of the level of the College's involvement in these activities, and providing same for citizens, as found among peer institutions, is by documenting program offerings and enrollments provided, as well as other contributions to the economic health of the region.

- 1.1 An increasing number of **students/learners** complete degrees and obtain industry recognized credentials of value in the workplace.

INTERPRETATION:

I have interpreted "...**students/learners** complete degrees and obtain industry recognized credentials of value in the workplace." in 1.1. Achievement of this together with the following will demonstrate achievement of this **ENDS statement**:

- a) The percentage of **students/learners** who successfully complete certifications and degrees in a 2-year period, year over year; and
- b) Three-, four-, five-, and six-year success ratings of **students/learners** who complete certifications and degrees, year over year; and
- c) The relative standing of Jackson College among other Michigan Community Colleges incorporating IPEDS and State data.

This is reasonable because it shows how quickly **students/learners** are able to complete a credential from Jackson College, or transfer to a four-year university, as well as the percentage that are able to complete the program in the intended two years which helps them realize the benefit of lower cost of education in a community college. The use of IPEDS and State data for progress determinations are a federal and state standard of

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productivity.

1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.

INTERPRETATION:

I have interpreted this to ~~mean~~ require the following:

- ~~a) that~~ Graduates should have employment with a compensation level that is above 150% of the most recent Federal Poverty Guidelines for a family of four.

a)

Achievement of this End will be demonstrated when:

- b) All career related credentials submitted to the U.S. Department of Education and are evaluated ~~to see if they qualify by~~ for qualification according to Gainful Employment Standards

. Gainful

- c) ~~Employment standards demonstrate alignment with current job market demand that provide a family sustainable wage. Graduates of Jackson College certificate and degree programs should be placed in a related job not more than 6 months after their certification completion.~~

The is reasonable because employment after graduation is a reasonable expectation of students after investing in their education. Furthermore, Federal Gainful Employment standards are universally applied to all higher education institutions and also require a reasonable income over education/training cost standard.

1.1.2 Ongoing regional labor force and employment needs are identified and supported.

INTERPRETATION:

X) interpret this statement to require that the College not only regularly assess workforce needs of the tri-county area in terms of aggregate need and type of education needed, but also develop the instructional planning to reasonably provide the training and instructional programming necessary to satiate this regional need.

This is reasonable because utilizing a survey methodology or through interviews conducted with vocational-technical advisory groups is a

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process that is required of all Federal Carl-Perkins grants for professional trades programs for obtaining information for program viability and sustainability. These same vehicles can be used to determine future programmatic needs as well.

1.2 Employers have properly qualified people available to meet their needs.

INTERPRETATION:

I have interpreted this statement to require regular assessment of employers to determine if the students trained at Jackson College, and employed by their firms, meet their expectations of instructional preparation.

~~require that validation Perkins Funding, in each CTE (i.e., Career & Technical Education) program identifies and maintains an advisory committees to meet, in person or virtually, not less than twice per year to review program and curriculum outcomes to assure programs meet employers' needs and provide guidance and insight as to new and emerging trends~~ENDs ~~in workforce needs. Further, said committees should be comprises of professionals in related fields.~~

~~Achievement of this~~ENDs~~ENDs~~ ~~statement would be demonstrated by continuing or renewal of Perkins funding.~~

This is reasonable because surveying of the employing community would provide the best evidence of the quality of education provided and its alignment with employer needs.

1.3 Employers have avenues for employee training.

INTERPRETATION:

I have interpreted this statement to be satisfied when the College's Department of Corporate and Continuing Education (CCE) and Allied Health and Advanced Manufacturing faculty work with area employers to assess and identify current industry-recognized credentials (IRC) that are in-demand, ~~short-term~~, and lead to sustainable wages. Additionally, further vetting of identified programs would be reviewed by Michigan Works! Southeast (MWSE) to align access to Workforce Investment and Opportunity Act (WIOA) funding and wrap-around supportive services.

Achievement of this ~~ENDS~~ statement will be demonstrated when:

- a) The College offers credit and noncredit opportunities in person and remotely through Corporate & Continuing Education (CCE) based on employers' requests/needs for industry- recognized credentials; and
- b) The College facilitates funding for the employee ~~training~~ training, largely through the Michigan New Jobs Training Program.

This is reasonable because it provides employers with the types of training that they need to gain in demand credentials at times and modalities to meet their individual needs.

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1.4 The region has enhanced capacity for entrepreneurial innovation.

INTERPRETATION:

I am interpreting "...enhanced capacity for entrepreneurial innovation" as business owners and potential business developers in the region have opportunities to acquire the necessary theory, practices and applications for starting and sustaining a business.

Compliance will be demonstrated when:

- a) The College offers credit and non-credit small business development and entrepreneurship courses and workshops, in various formats and lengths.
- b) Learning outcomes for business program curricula include the student demonstrating fundamental knowledge in core functional small business and entrepreneurship areas.
- c) Small Business ~~students~~learners participating in the rigorous business curriculum who participate in Student Feedback Surveys will be asked to identify that the program of instruction and the instructors are doing well in preparing ~~students~~learners for the entrepreneurial workforce environment.
- d) Response options for Student Feedback Surveys for the ~~credit~~ courses would reflect a high level of satisfaction with the courses taken..-
- e) All CCE course completers survey data would verify that participants valued the courses offered and intend to enroll in additional courses to expand their skills.

This is reasonable because individuals are more likely be successful in starting their own businesses if they are equipped with basic entrepreneurial foundational tools.

2. ~~Students~~Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.

INTERPRETATION:

I have ~~partially~~ interpreted ~~this policy in policy item 2.1 below, that the A~~achievement item 2.1, of that policy, together with the following shall constitute achievement of this ~~End~~END statement.

~~This is reasonable because-~~

2.1. Current and prospective ~~students~~learners have accurate information about transfer agreements and opportunities.

INTERPRETATION:

I interpret this item to mean that all transfer-related materials should be ~~updated frequently throughout the academic year~~current to ensure ~~students~~learners have access to accurate transfer information to assist them with making informed educational decisions.

I further interpret this to mean that all articulation agreements and transfer-related materials, specific to program areas, are reviewed and approved by the appropriate academic department, dean, faculty, and Registrar before publishing to the academic catalog and website.

Achievement of this ~~End~~END statement will be demonstrated when:

- a) Transfer Liaison confirms the accuracy of information that is published on the website; and
- b) Transfer Liaison confirms that all transfer information is evaluated by academic department, academic dean, registrar prior to publishing in catalogue and on web.

This is reasonable because the Transfer Liaison is responsible for all transfer relationships and agreements with universities and the Academic Department, the Academic Dean, and the Registrar have most current information on instructional programs.

3. Diverse populations of ~~students~~learners experience learning and academic success responsive to their unique whole ~~student~~learner needs.

INTERPRETATION:

I have ~~fully~~ interpreted "learning and academic success responsive to their unique whole student needs" in policy items #3.1 to #3.3 below. Achievement of the lower-level policies will constitute achievement of this ~~End~~ENDS statement.

3.1. Educational opportunities exist for those that might not otherwise have them.

INTERPRETATION:

I interpret this to mean that the "...~~students~~learners that might not otherwise have educational opportunities..." are defined as first generation, ~~students~~learners of diverse background, PELL-eligible student.

Achievement of this ~~End~~ENDS statement will be demonstrated when:

- a) College tuition is lower than comparable four-year private or state Colleges;
- b) Financial aid that lowers price and create additional resources for success is available to any eligible student;
- c) ~~Students~~Learners have access to multiple modalities of delivery, (i.e., online, face to face, hybrid, that fits their unique life);
- d) Student housing is available to ~~students~~learners from other areas to live on

campus that enables them to complete programs; and

- e) ~~Student-parents~~ have housing and are supported with employment services, academic tutoring, part-time campus employment, and student success mentoring.

This is reasonable because it addresses the primary barriers that research has shown to be educators understand are the primary barriers to access to education (i.e., financial and housing, lack of accommodation for life context.)

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3.2. ~~Students~~Learners have access to learning and academic support consistent with current technology and research.

INTERPRETATION:

I have interpreted "Current" to be defined as meeting the requirements of the academic or professional field of study and student's academic program. ~~(Note: Our College Faculty are considered to be the expert reference for what is required academically.)~~ I further interpret this statement to ensure that Relatedly, I consider Faculty annually identifying equipment or classroom needs, inclusive of technology and academic requirements, which are in turn supported by institutional and Perkins funding, as meeting the ~~expectation~~expectation of this ~~ENDs~~ENDs statement.

Achievement of this ~~End~~ENDS statement will be demonstrated when the College's annual budget meets the requirements for equipment and classroom identified by faculty, as well as including those items needed for training and workforce development, as identified industry representatives, which are identified ~~through~~through the use of advisory boards.

The is reasonable because the Board has an existing policy of providing 3.5% of the annual College budget for the acquisition/replacement of instructional technologies, software, and support equipment necessary for the classroom and college operations.

3.3. ~~Students~~Learners have ancillary support that ~~meet~~meets their unique needs. INTERPRETATION:

I interpret ancillary support for unique needs to require a more holistic approach in serving ~~students~~learners. More specifically, ~~students~~learners would have ~~ancillary~~supplementary support that includes academic elements and related efforts based upon what research indicates is required to support academic results at the college level. ~~Additionally, To wit:~~

- a) ~~Students~~Learners should have access to in-person and online tutoring, a writing lab, math lab, and supplemental instruction (SI) support on the academic side of education; and
- b) ~~Students~~Learners should have access to ~~the health~~health and food supports. clinic, mental health clinic (i.e., Oasis Center), dental clinic, and the food

~~pantry-~~

This is deemed reasonable as research has indicated that addressing it
~~addresses~~ whole student health and nutrition, ~~is essential as it which~~ directly
impacts ~~students~~learners' ability to succeed academically.

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~~This is reasonable because-~~

4. ~~Students~~Learners develop life and workplace skills.

INTERPRETATION:

I have fully interpreted that the achievement of items 4.1 and 4.2 below, regarding life
and workplace skills, ~~in policy items 4.1 and 4.2 below. Achievement of these~~
~~policies will~~ constitutes achievement of this policy.

~~This is reasonable because~~

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

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INTERPRETATION:

~~X-I have interpreted this policy statement to mean that, as part of the learning~~
~~experience at Jackson College, degree and certificate seekers shall have the~~
~~opportunity to grow in their understanding of essential work and life skills, necessary~~
~~to be successful in our democracy.~~

The is reasonable because technical knowledge without context in the broader
economic and social ecosystem of the United States is insufficient for a student to
be successful.

4.1-4.1.1 ~~Students~~Learners experience significant gains in their critical thinking, problem solving and written communication skills.

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INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving,
and written communication skills are to be embedded in all certificate and degree
academic programming, as well as measured through institutional academic
outcomes, which should be documented and reviewed by an assessment committee
comprising faculty and administrators, which would developed and utilize rubrics of
general education outcomes and essential competencies.

The achievement of this ~~ENDS~~ Statement is validated when:

- Rubrics developed by the faculty (and third party) identify the development of
these three skills are ~~approved~~approved by the assessment committee.
- Instructional Program review, completed -done every five years, wherein-

when goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

4.1.2 ~~Students~~Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ~~Ends~~ statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational outcomes; and
- b) ~~Students~~Learners have opportunities to develop leadership skills outside the academic program in student government, student organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that student government, student organizations and athletics opportunities contribute significantly to development of leadership.

This is reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

—I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for student residents.

This is reasonable because research has demonstrated student residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.

5. Jackson County Residents have accessible resources to improve their quality of life.

INTERPRETATION:

I have fully interpreted resources to improve quality of life in policy items #~~56.1~~ and #~~56.2~~ and 5.3. Achievement of these lower-level ~~Ends~~ENDsENDS will constitute achievement of this ~~Ends~~ENDsENDS policy statement.

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5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the Achievement of this ~~Ends~~ ~~ENDS~~ ~~ENDS~~ statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going student years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year old students, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this End-~~ENDS~~ statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Centre for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in ~~non-credit~~ non-credit courses for arts and wellness;
- c) There is access to the gym through enrollment in non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking);

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

✗I have interpreted this policy statement to mean that the College must provide a service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism.

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contributions, partnerships, and quality of life programming.

This is reasonable because historically, community colleges have had three areas of focus 1) career education, transfer education, and community services.



Jackson College Board of Trustees

Interpretations Assessment: EN – 01 Board ENDS

Report Date: 06.12.23

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

POLICY STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.

INTERPRETATION:

I have interpreted "...learning opportunities that prepare learners to be successful global citizens and contribute to Jackson County's vitality..." in the lower levels policy below. Achievement of these, together with the following items will constitute achievement of the Board's ENDS policies.

I am interpreting wise and sustainable stewardship of resources to be the continuing low cost of quality education in comparison to both public and private four-year institutions.

Compliance will be demonstrated when:

- a) Cost of achieving a four-year degree, offset by two years of Jackson College experience, is less than achieving same/similar degree at the four-year State or private institution.

The is reasonable because community college are established by the State. According to the State of Michigan Constitution of 1963, Public Acts 193 and 287 of 1964, and Public Act 331 of 1966, and the State Fiscal Agency of Michigan, "The singular purpose of these [sic] colleges was to provide the first two years of a baccalaureate program. Further, "...the comprehensive community college was founded upon three basic elements: 1) equitable access to educational services for all persons in the community; 2) the removal of geographic and economic barriers that prohibit persons from benefiting from the service; and 3) the reasonable opportunity for the individual to discover and develop his or her talents at low cost." Considerations of total cost of attendance addresses the State's expectations, as well as this ENDS provision.

- 1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.**

INTERPRETATION:

I have interpreted this statement to mean that Jackson College should have considerable operational and programmatic differences from other community colleges, as measured by the number of unique (i.e., less than 25% of Michigan Community Colleges) to Jackson College. I further interpret that a principal element of the College's programming should be leveraged to support local workforce and economic development, as measured by the number of programs provided, contract training opportunities provided, the total number of persons trained, as well as other related activities and contributions.

This is reasonable because: Workforce and economic development are both historical and distinctive roles of community colleges. The demonstration of the level of the College's involvement in these activities, and providing same for citizens, as found among peer institutions, is by documenting program offerings and enrollments provided, as well as other contributions to the economic health of the region.

1.1 An increasing number of learners complete degrees and obtain industry recognized credentials of value in the workplace.

INTERPRETATION:

I have interpreted "...learners complete degrees and obtain industry recognized credentials of value in the workplace." in 1.1. Achievement of this together with the following will demonstrate achievement of this ENDS statement:

- a) The percentage of learners who successfully complete certifications and degrees in a 2-year period, year over year; and
- b) Three-, four-, five-, and six-year success ratings of learners who complete certifications and degrees, year over year; and
- c) The relative standing of Jackson College among other Michigan Community Colleges incorporating IPEDS and State data.

This is reasonable because it shows how quickly learners are able to complete a credential from Jackson College, or transfer to a four-year university, as well as the percentage that are able to complete the program in the intended two years which helps them realize the benefit of lower cost of education in a community college. The use of IPEDS and State data for progress determinations are a federal and state standard of productivity.

1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.

INTERPRETATION:

I have interpreted this to require the following:

- a) Graduates should have employment with a compensation level that is above 150% of the most recent Federal Poverty Guidelines for a family of four.
- b) All career related credentials submitted to the U.S. Department of Education and are evaluated for qualification according to Gainful Employment Standards
- c) Graduates of Jackson College certificate and degree programs should be placed in a related job not more than 6 months after their certification completion.

This is reasonable because employment after graduation is a reasonable expectation of students after investing in their education. Furthermore, Federal Gainful Employment standards are universally applied to all higher education institutions and also require a reasonable income over education/training cost standard.

1.1.2 Ongoing regional labor force and employment needs are identified and supported.

INTERPRETATION:

I interpret this statement to require that the College not only regularly assess workforce needs of the tri-county area in terms of aggregate need and type of education needed, but also develop the instructional planning to reasonably provide the training and instructional programming necessary to satiate this regional need.

This is reasonable because utilizing a survey methodology or through interviews conducted with vocational-technical advisory groups is a process that is required of all Federal Carl-Perkins grants for professional trades programs for obtaining information for program viability and sustainability. These same vehicles can be used to determine future programmatic needs as well.

1.2 Employers have properly qualified people available to meet their needs.

INTERPRETATION:

I have interpreted this statement to require regular assessment of employers to determine if the students trained at Jackson College, and employed by their firms, meet their expectations of instructional preparation.

This is reasonable because surveying of the employing community would provide the best evidence of the quality of education provided and its alignment with employer needs.

1.3 Employers have avenues for employee training.

INTERPRETATION:

I have interpreted this statement to be satisfied when the College's Department of Corporate and Continuing Education (CCE) and Allied Health and Advanced Manufacturing faculty work with area employers to assess and identify current industry-recognized credentials (IRC) that are in-demand and lead to sustainable wages. Additionally, further vetting of identified programs would be reviewed by Michigan Works! Southeast (MWSE) to align access to Workforce Investment and Opportunity Act (WIOA) funding and wrap-around supportive services.

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers credit and noncredit opportunities, in person and remotely, through Corporate & Continuing Education (CCE) based on employers' requests/needs for industry- recognized credentials; and
- b) The College facilitates funding for the employee training, largely through the Michigan New Jobs Training Program.

This is reasonable because it provides employers with the types of training that they need to gain in demand credentials at times and modalities to meet their individual needs.

1.4 The region has enhanced capacity for entrepreneurial innovation.

INTERPRETATION:

I am interpreting "...enhanced capacity for entrepreneurial innovation" as business owners and potential business developers in the region have opportunities to acquire the necessary theory, practices and applications for starting and sustaining a business.

Compliance will be demonstrated when:

- a) The College offers credit and non-credit small business development and entrepreneurship courses and workshops, in various formats and lengths.
- b) Learning outcomes for business program curricula include the student demonstrating fundamental knowledge in core functional small business and entrepreneurship areas.
- c) Small business learners participating in the rigorous business curriculum who participate in Student Feedback Surveys will be asked to identify that the program of instruction and the instructors are doing well in preparing learners for the entrepreneurial workforce environment.

- d) Response options for Student Feedback Surveys for the courses would reflect a high level of satisfaction with the courses taken.
- e) All CCE course completers survey data would verify that participants valued the courses offered and intend to enroll in additional courses to expand their skills.

This is reasonable because individuals are more likely be successful in starting their own businesses if they are equipped with basic entrepreneurial foundational tools.

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.

INTERPRETATION:

I have interpreted that the achievement item 2.1, shall constitute achievement of this END statement.

2.1. Current and prospective learners have accurate information about transfer agreements and opportunities.

INTERPRETATION:

I interpret this item to mean that all transfer-related materials should be current to ensure learners have access to accurate transfer information to assist them with making informed educational decisions.

I further interpret this to mean that all articulation agreements and transfer-related materials, specific to program areas, are reviewed and approved by the appropriate academic department, dean, faculty, and Registrar before publishing to the academic catalog and website.

Achievement of this END statement will be demonstrated when:

- a) Transfer Liaison confirms the accuracy of information that is published on the website; and
- b) Transfer Liaison confirms that all transfer information is evaluated by academic department, academic dean, registrar prior to publishing in catalogue and on web.

This is reasonable because the Transfer Liaison is responsible for all transfer relationships and agreements with universities and the Academic Department, the Academic Dean, and the Registrar have most current information on instructional programs.

3. Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs.

INTERPRETATION:

I have interpreted “learning and academic success responsive to their unique whole student needs” in policy items #3.1 to #3.3 below. Achievement of the lower-level policies will constitute achievement of this ENDS statement.

3.1. Educational opportunities exist for those that might not otherwise have them.

INTERPRETATION:

I interpret this to me that the "...learners that might not otherwise have educational opportunities..." are defined as first generation, learners of diverse background, PELL-eligible student.

Achievement of this ENDS statement will be demonstrated when:

- a) College tuition is lower than comparable four-year private or state Colleges;
- b) Financial aid that lowers price and create additional resources for success is available to any eligible student;
- c) Learners have access to multiple modalities of delivery, (i.e., online, face to face, hybrid, that fits their unique life);
- d) Student housing is available to learners from other areas to live on campus that enables them to complete programs; and
- e) Student-parents have housing and are supported with employment services, academic tutoring, part-time campus employment, and student success mentoring.

This is reasonable because it addresses the primary barriers that research has shown to be the primary barriers to access to education (i.e., financial and housing, lack of accommodation for life context.)

3.2. Learners have access to learning and academic support consistent with current technology and research.

INTERPRETATION:

I have interpreted "Current" to be defined as meeting the requirements of the academic or professional field of study and student's academic program. I further interpret this statement to ensure that Faculty annually identify equipment or classroom needs, inclusive of technology and academic requirements, as meeting the expectation of this ENDS statement.

Achievement of this ENDS statement will be demonstrated when the College's annual budget meets the requirements for equipment and classroom identified by faculty, as well as including those items needed for training and workforce development, as identified industry representatives, which are identified through the use of advisory boards.

This is reasonable because the Board has an existing policy of providing 3.5% of the annual College budget for the acquisition/replacement of instructional technologies, software, and support equipment necessary for the classroom and college operations.

3.3. Learners have ancillary support that meets their unique needs. INTERPRETATION:

I interpret ancillary support for unique needs to require a more holistic approach in serving learners. More specifically, learners would have supplementary support that includes academic elements and related efforts based upon what research indicates is required to support academic results at the college level. Additionally,

- a) Learners should have access to in-person and online tutoring, a writing lab, math lab, and supplemental instruction (SI) support on the academic side of education; and
- b) Learners should have access to health and food supports.

This is deemed reasonable as research has indicated that addressing whole student health and nutrition is essential as it directly impacts learners' ability to succeed academically.

4. Learners develop life and workplace skills.

INTERPRETATION:

I have fully interpreted that the achievement of items 4.1 and 4.2 below, regarding life and workplace skills, will constitute achievement of this policy.

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

INTERPRETATION:

I have interpreted this policy statement to mean that, as part of the learning experience at Jackson College, degree and certificate seekers shall have the opportunity to grow in their understanding of essential work and life skills, necessary to be successful in our democracy.

This is reasonable because technical knowledge without context in the broader economic and social ecosystem of the United States is insufficient for a student to be successful.

4.1.1 Learners experience significant gains in their critical thinking, problem solving and written communication skills.

INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving, and written communication skills are to be embedded in all certificate and degree academic programming, as well as measured through institutional academic outcomes, which should be documented and reviewed by an assessment committee

comprising faculty and administrators, which would developed and utilize rubrics of general education outcomes and essential competencies.

The achievement of this ENDS Statement is validated when:

- a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.
- b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

4.1.2 Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational outcomes; and
- b) Learners have opportunities to develop leadership skills outside the academic program in student government, student organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that student government, student organizations and athletics opportunities contribute significantly to development of leadership.

This is reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for student residents.

This is reasonable because research has demonstrated student residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.

5. Jackson County residents have accessible resources to improve their quality of life.

INTERPRETATION:

I have fully interpreted resources to improve quality of life in policy items #5.1, #5.2 and 5.3. Achievement of these lower-level ENDS will constitute achievement of this ENDS policy statement.

5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the achievement of this ENDS statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going student years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year old students, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Centre for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in non-credit courses for arts and wellness;
- c) There is access to the gym through enrollment in non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking);

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

I have interpreted this policy statement to mean that the College must provide a

service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism, contributions, partnerships, and quality of life programming.

This is reasonable because historically, community colleges have had three areas of focus 1) career education, 2) transfer education, and 3) community services.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.4 FY'24 Budget Proposal 5.4.1 Truth in Budgeting Public Hearing <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Description:
<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>
Resource Impact:
None
Requested Board Action:
Open the Public Hearing, consider any comments, and close the hearing, as required.
Action Taken:

Notice of Public Hearing on Increasing Property Taxes

PLEASE TAKE NOTICE that on June 12, 2023, 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 2023-2024 budget.

The Board may not adopt its proposed 2023-2024 budget until after the public hearing. A copy of the proposed 2023-2024 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



Jackson Citizen Patriot

LEGAL AFFIDAVIT

AD#: 0010656428

Total

\$506.08

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 06/06/2023

A handwritten signature in cursive script, reading 'Nancy Block', written over a horizontal line.

Principal Clerk of the Publisher

Sworn to and subscribed before me this 7th day of June 2023

A handwritten signature in cursive script, reading 'Teasha R. Payne', written over a horizontal line.

Notary Public

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.4	FY'24 Budget Proposal
5.4.2	Consideration of FY'24 Authorization to Levy*
	(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:	
Enclosed is a resolution to authorize the tax rate for Jackson College for the next fiscal year.	
Recall that the College's original millage, established in 1964, was 1.33 mills. Our new estimated rate for FY '24 is at 1.1327 mills, the same as it was for FY'23 (as there are no Headlee provisions this year).	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of the Authorization to Levy the estimated tax rate.	
Action Taken:	



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees by resolution of June 12, 2023 proposes a total authorized levy of **1.1327** mills within the district for operating purposes for fiscal 2023-24; and

WHEREAS, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2023-24 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 2023-24 from within its authorized millage rate; and

WHEREAS, the Jackson College Board of Trustees held a budget hearing on June 12, 2023 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 2023-24, 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

June 12, 2023

Date

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.4 FY'24 Budget Proposal 5.4.3 Consideration of FY'24 Tuition and Fees* <p style="text-align: right;"><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</p>
Description:
<p>Per subsequent work, administration makes the following tuition recommendations as part of the FY'24 budget.</p> <ul style="list-style-type: none"> • In-District tuition at \$185.00 (was \$176.00) a \$9.00 increase. • Out-District at \$209.00 (was \$199.00) a \$10.00 increase (113% of in-district) • Out-of-State/International at \$277.00 (was \$264.00) a \$13.00 increase (150% of in district) <p>Student Service Fee will be \$49.50 for billing contact hour (was \$48.50).</p>
Resource Impact:
None
Requested Board Action:
Approval of proposed tuition and fees for FY'24.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.4	FY'24 Budget Proposal
5.4.4	Consideration of FY'24 Budget*
	(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:	
<p>The FY'24 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 in the Resource Center of Diligent Boards.)</p> <p>The proposed FY'24 budget is predicated on achieving 104,000 billing contact hours, an increase from FY'23 levels which were projected at 100,000 but anticipate a finish of 99,000.</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of the FY'24 operating budget of \$53,608,639.	
Action Taken:	



Proposed
Annual Operating Budget
Fiscal Year 2023-2024



Jackson College
Proposed
Annual Consolidated Operating Budget
Fiscal Year 2023 - 2024
Major Assumptions

Revenues

- **Tuition** - In-district tuition at **\$185.00** (was \$176.00) a **\$9.00** increase. Out-District at **\$209.00** (was \$199.00) a **\$10.00** increase (113% of In-district), Out-of-State/International at **\$277.00** (was \$264.00) a **\$13.00** increase (150% of In-district).

- **Student Service Fee** - will be **\$49.50** per billing contact hour. This fee was \$48.50 last year.

- **Online Course Fees reduced by 50%**

	2023-2024	2022-2023
1 BCH	\$20.00	\$40.00
2 BCH	\$30.00	\$60.00
3 BCH	\$40.00	\$80.00
3.5 BCH	\$45.00	\$90.00
4 BCH	\$50.00	\$100.00

- **Digital Textbook Fee** - will be **\$70.00** per course (was \$50.00 per billing contact hour). 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 **\$125.00** (was \$109.00) a **\$16.00** increase. Out-District **\$141.00** (was 125.00) a **\$16.00** increase.

- **Corrections Education Subscription Pricing** - 1-5 credits **\$925.00** (was \$862.00) a **\$63.00** increase, 6-8 credits **\$1,849.00** (was \$1,724.00) a **\$125.00** increase, 9-11 credits **\$2,774.00** (was \$2,586.00) a **\$188.00** increase, 12 credits **\$3,698.00** (was \$3,448.00) a **\$200.00** increase. Increases in the Corrections Education Subscription Pricing are reflective of proposed increases in the Federal Pell annual award amount per student.

- **Billing Contact Hours** - Enrollment is predicted at **104,000** Billing (Contact) Hours. Fiscal Year 2023 budgeted Billing (Contact) Hours were 100,000, but anticipate finishing around 99,000.

- **Housing Rates** - unchanged from FY 2023

	Fall	Winter	Spring
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** - Students **\$13.00** (was \$11.00) a **\$2.00** increase. Employees **\$12.00** (was \$10.00) a **\$2.00** increase.

- **Contract Training** - estimated revenue of **\$100,000**.

- **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 \$1,112,967 in current local property tax revenue. We will receive any required changes to our millage rate in May 2023 which will prompt a budget adjustment in June for FY24. This budget assumes a **6.93% or \$414,232** increase in property tax revenue over projected actual in FY 2023.

Jackson College
Proposed
Annual Consolidated Operating Budget
Fiscal Year 2023 - 2024
Major Assumptions

- **State Appropriations** - estimated at **\$14,119,559** a **4.0%** or **\$543,060** increase from projected actual FY 2023 appropriation of \$13,576,499. This assumes no personal property tax reimbursements.

Expenses

- **Staffing Numbers -**

	FY23	FY24	Full-	FY23	FY24	FY23	FY24
	Full-Time		Time	Part-Time	Part-Time	Total	Total
Faculty	65		67	225	225	290	292
Administrator	34		36	1	1	35	37
Leadership Council	10		10	0	0	10	10
Staff	131		139	35	33	166	172
Grand Total	240		252	261	259	501	511

- **Wages and Merit Pay -**

- Staff Merit pay - currently in negotiations
- Administration Merit pay - **Currently evaluating.**
- Faculty Merit pay - **\$1,500** per full-time Faculty (was \$1,500).
- Leadership Merit pay - **Currently evaluating.**
- 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 **29.5%** which is the average retirement for all employees including 7.65% for Social Security/Medicare. Last fiscal year's average per employee rate was 27%.

- **Benefits** - Fringe benefits reflect PA 7, of 2010 for hard cap for Administrators, Staff, and Faculty. This is estimated to be **20.0%** of wages. Last fiscal year's benefits rate was 19.5%.

- **Transfers** - Includes Board mandated Major Maintenance "Set-Aside" transfer **4.5%** of the total budget included in transfers increased to **5.90%** or **\$3,162,654** of the Consolidated (General Fund & Auxiliary/Support Services) Budget.

- **Transfers, debt service** - Debt retirement and interest payments for all bonds equal **6.45%** or **\$3,457,494** of the Total Consolidated Budget.

- **Capital Equipment** - Includes Board mandated General fund budget amount of **3.5%** for instructional & computer equipment, reduced to **0.78%** or **\$420,700** of the Consolidated Budget.

Jackson College Board of Trustees Meeting - Items for Decision

Jackson College Fiscal Year 2023 - 2028 Facilities Plan

Vintage: 6/8/23

Building	Projects	Estimated Cost	Estimated Revenue	Running Balance - Estimated
Fiscal Year 2022-23				11,870,744
Central Campus	Misc. Building and Site Repairs	(100,000)		
Central Campus	Jet's Air Station 1 of 2	(1,402,954)		
Central Campus	Astronomy Observatory	(1,124,864)		
Central Campus	Campus Building Roof Repairs	(500,000)		
Central Campus	Potter Center Fire - Baughman Stage Lighting	(700,000)		
Central Campus	Potter Center Fire - Transformer	(40,000)		
Central Campus	Baughman Carpet/Seat repairs	(50,000)		
Central Campus	Hands Free Project	(318,598)		
Central Campus	Phase 3 Exterior Signage	(140,000)		
Central Campus	Crack Fill & Sealing of Parking Lots	(235,000)		
Central Campus	Automotive Building Retrofit - STEAM	(645,013)		
Central Campus	Dahlem connector to Browns Lake Rd	(19,518)		
Central Campus	Jets Trail - bottle filler	(6,573)		
Central Campus	Stormwater Master Plan/Maintenance Pond	(16,500)		
Central Campus	Shipping and Receiving	(21,731)		
Central Campus	Brick Repairs on Potter Center	(151,678)		
Central Campus	Athletic Field Phase 2/Concessions Bldg/Parking	(2,081,277)		
Central Campus	JPEC Parking Lot	(485,929)		
Central Campus	Fuel Tanks	(19,985)		
Central Campus	Maroon Hall Repairs (Paint, Windows, Trim)	(25,000)		
Central Campus	HCDC (Howser Child Development Center) Improvem	(112,662)		
Central Campus	Pedestrian Crosswalk Improvements	(50,000)		
Central Campus	Instr Equip Dean	(64,470)		
Central Campus	Athletic Fields	(38,688)		
Central Campus	Check Point Demo	(35,300)		
Central Campus	Deferred Maint and Life Safety	(446,682)		
Central Campus	Equipment Surplus	(175,237)		
Central Campus	Major Plant Maintenance	(5,411)		
Central Campus	CV MM Reserve	(45,858)		
Central Campus	Student Housing	(14,201)		
Central Campus	Potter Center	(1,153)		
Central Campus	Nature Trail Pond View	(90,000)		
Central Campus	TSF Exterior Spaces	(481,424)		
Central Campus	UVC Air Purification Installation	(95,000)		
	06.30.23 Year-End Transfer		1,259,065	
	Insurance Proceeds		340,000	
	Other sources		91,000	
	Jackson College Foundation Transfers		100,000	
	Projected Balance 06.30.23	(9,740,706)	1,790,065	3,920,102
Fiscal Year 2023-24				
Central Campus	Jet's Air Station 2 of 2	(3,085,726)		
Central Campus	Facilities Assessment	(116,850)		
Central Campus	Phase 3 Exterior Signage	(37,300)		
Central Campus	East Generator (All Housing, Hangar)	(700,000)		
Central Campus	Pedestrian Crosswalk Improvements	(100,000)		
Central Campus	TSF Roof Replacement	(530,000)		
Central Campus	Potter Center - Fire Suppression Systems	(500,000)		
Central Campus	Campus Roof Repairs	(500,000)		
Central Campus	Campus Mall 1 of 3	(60,000)		
Central Campus	Health Simulation Center Retrofit	(2,799,255)		
Central Campus	Central Campus GIS / Topo / Utility	(40,000)		
Central Campus	Stormwater Master Plan/Maintenance Pond	(20,000)		
Various	Misc. Building and Site Repairs	(100,000)		
Central Campus	TSF Exterior Spaces	(380,922)		
Central Campus	Maroon Hall Repairs	(100,068)		
	BSN Special Allocation		2,000,000	
	Federal Earmark		377,000	
	06.30.24 Year-End Transfer		3,162,654	
	Projected Balance 06.30.24	(9,070,121)	5,539,654	\$389,635
Fiscal Year 2024-25				
Central Campus	Campus Mall 2 of 3	(4,000,000)		
Central Campus	Roof Repairs	(500,000)		
Various	Misc. Building and Site Repairs	(150,000)		
	06.30.25 Year-End Transfer		2,587,372	
	Projected Balance 06.30.25	\$ (4,650,000)	\$2,587,372	(\$1,672,993)
Fiscal Year 2025-26				
Central Campus	Campus Mall 3 of 3	(3,600,000)		
Central Campus	North/South Beltway & Parking Lots at EIC & Fieldhou	(1,250,000)		
Central Campus	McDivitt Hall Capital Outlay Project (\$45M)	(45,000,000)		
Various	Misc. Building and Site Repairs	(100,000)		
	Debt Service for Capital Outlay		22,500,000	
	Capital Outlay - State Funding		22,500,000	
	06.30.26 Year-End Transfer		2,778,833	
	Projected Balance 06.30.26	\$ (49,950,000)	46,105,840	(\$5,517,153)
Fiscal Year 2026-27				
Central Campus	Roof Repairs	(300,000)		
Various	Misc. Building and Site Repairs	(100,000)		
Central Campus	Justin Whiting Hall Capital Outlay Project (\$40M)	(50,500,000)		
	Debt Service Capital Outlay		25,250,000	
	Capital Outlay - State Funding		25,250,000	
	06.30.27 Year-End Transfer		3,977,899	
	Projected Balance 06.30.27	\$ (50,900,000)	54,477,899	(\$1,939,254)
Fiscal Year 2027-28				
Various	Misc. Building and Site Repairs	(100,000)		
Central Campus	Roof Repairs	(900,000)		
	06.30.27 Year-End Transfer		1,000,000	
	Projected Balance 06.30.27	\$ (1,000,000)	1,000,000	(\$1,939,254)

Note: Projects are advanced based upon available funding.

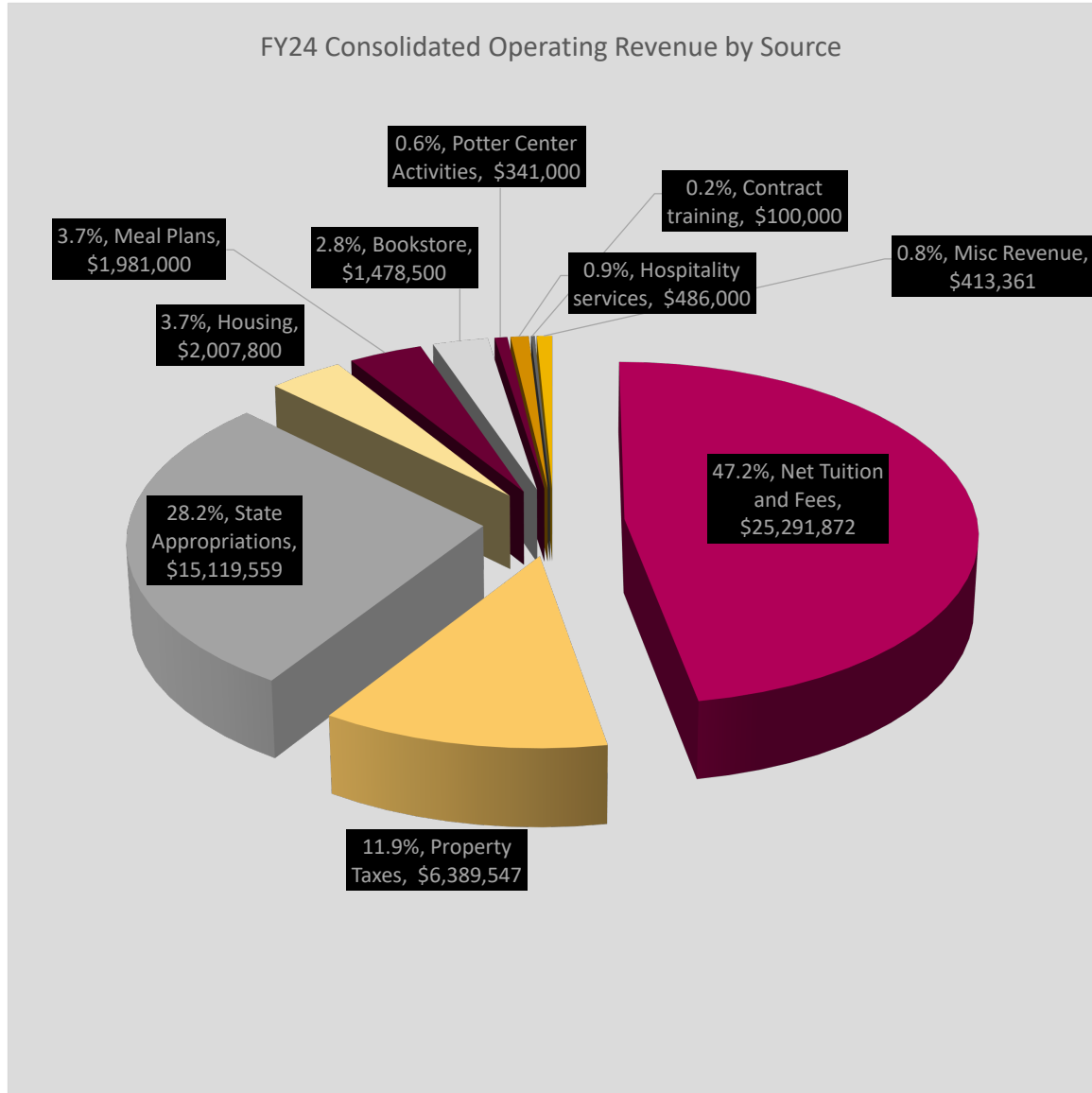
Jackson College
Fiscal Year 2023 - 2027
3 Year Projection Consolidated Model (General Fund & Auxiliary/Support Services)

	FY 2023 Approved Budget	Projected Actual FY 2023	Forecasted Fiscal Year 2023-2024	Forecasted Fiscal Year 2024-2025	Forecasted Fiscal Year 2025-2026	Forecasted Fiscal Year 2026-2027
Revenue						
Gross tuition and fees	\$ 24,936,000	\$ 24,608,679	\$ 26,351,872	\$ 27,274,188	\$ 28,228,784	\$ 29,216,792
Less Institutional Scholarships	\$ (825,000)	(860,113)	(1,060,000)	(1,097,100)	(1,135,499)	(1,175,241)
Net tuition and fees	24,111,000	23,748,566	25,291,872	26,177,088	27,093,286	28,041,551
Housing	1,007,485	1,603,139	2,007,800	2,078,073	2,150,806	2,226,084
Property taxes	5,587,000	5,975,315	6,389,547	6,517,338	6,647,685	6,780,638
State appropriations	13,428,792	14,549,871	15,119,559	15,573,146	16,040,340	16,521,550
Contract training	35,000	98,661	100,000	103,500	107,123	110,872
Meal Plans	-	-	1,981,000	2,139,480	2,139,480	2,139,480
Bookstore	-	387,053	1,478,500	1,530,248	1,583,806	1,639,239
Potter Center activities	200,000	565,901	341,000	352,935	365,288	378,073
Hospitality services	660,000	812,640	486,000	503,010	520,615	538,837
Miscellaneous	260,000	226,491	413,361	413,361	413,361	413,361
Transfers	282,500	427,906	-	-	-	-
Transfers - Federal grant funds	-	-	-	-	-	-
Total revenues	45,571,777	48,395,543	53,608,639	10.8% 55,388,178	3.3% 57,061,789	3.0% 58,789,685 3.0%
Expenses						
Wages	17,372,278	16,936,474	19,332,150	19,912,114	20,509,478	21,124,762
Retirement	4,618,089	5,472,294	5,226,506	5,874,074	6,050,296	6,231,805
Benefits	3,347,900	3,105,455	3,400,999	3,982,423	4,101,896	4,224,952
Services - Staffing Agency	3,670,400	3,822,730	3,751,072	3,863,604	3,979,512	4,098,898
Services	4,076,520	4,723,306	4,568,047	4,705,088	4,846,241	4,991,628
Materials	2,039,015	2,700,383	4,238,489	4,365,644	4,496,613	4,631,511
Rent, utilities, insurance	1,751,400	1,747,682	1,812,477	1,866,851	1,922,857	1,980,543
Other operating costs	2,893,235	3,430,366	4,238,051	4,365,193	4,496,148	4,631,033
Transfers	987,895	1,259,065	3,162,654	2,587,372	2,778,833	3,977,899
Transfers-deferred maintenance	-	-	-	-	-	-
Transfers-debt service	4,460,045	4,460,045	3,457,494	3,432,494	3,433,594	2,436,944
Transfers-Jets Store	-	312,831	-	-	-	-
Capital equipment	355,000	424,913	420,700	433,321	446,321	459,710
Total expenses	45,571,777	48,395,543	53,608,639	10.8% 55,388,178	3.3% 57,061,788	3.0% 58,789,685 3.0%
Income over (under) expenses	\$ -	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ (0)

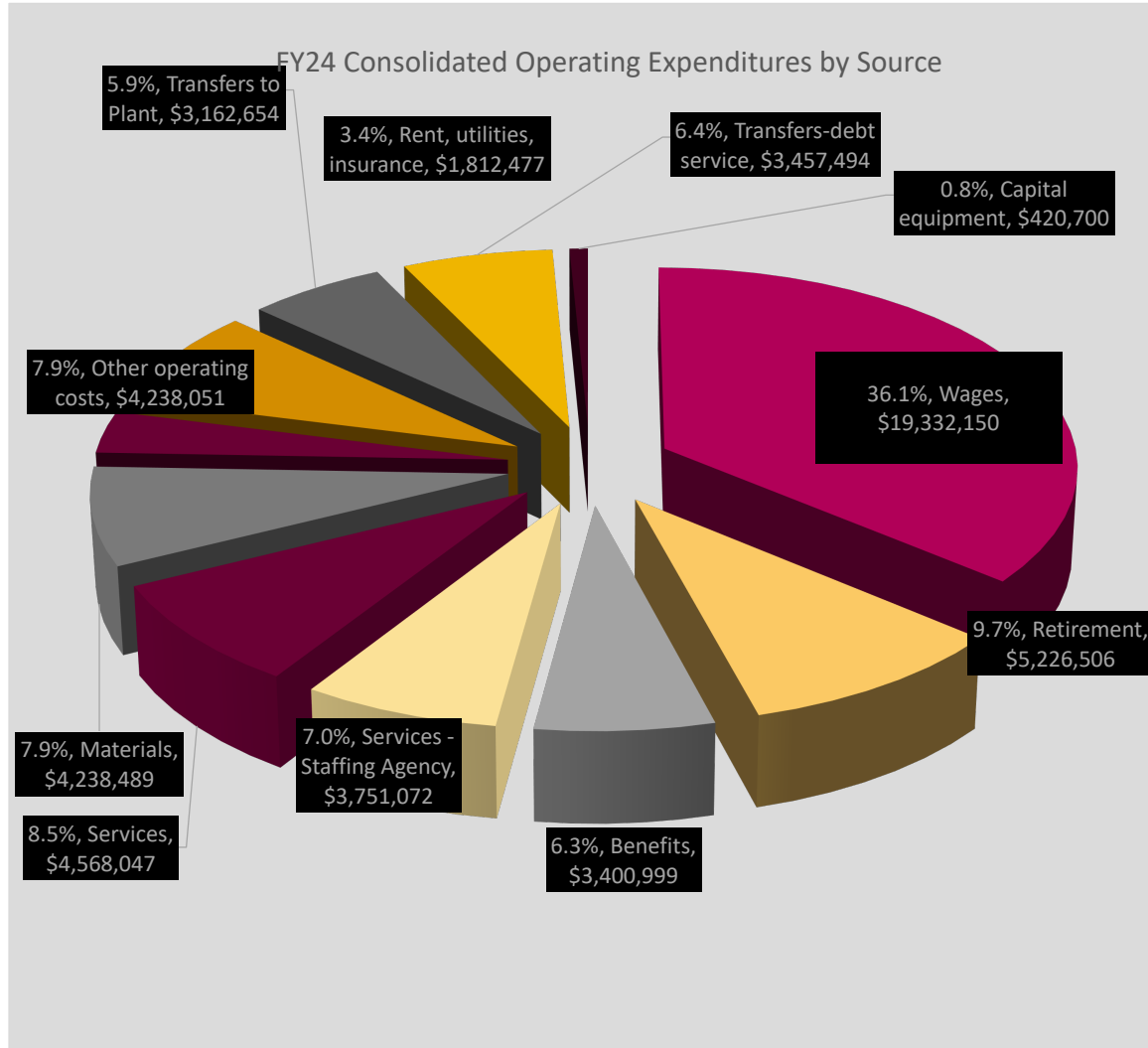
Jackson College
Consolidated
General Fund & Auxiliary/Support
Services

	Fiscal Year 2023 Approved Budget	Fiscal Year 2024 Proposed Budget	Fiscal Year 2024 Draft Budget Compared to Fiscal Year 2023 Approved Budget
Revenue			
Gross tuition and fees	\$ 24,936,000	\$ 26,351,872	\$ 1,415,872
Less Institutional Scholarships	\$ (825,000)	\$ (1,060,000)	\$ (235,000)
Net tuition and fees	24,111,000	25,291,872	1,180,872
Property taxes	\$ 5,587,000	\$ 6,389,547	\$ 802,547
State appropriations	\$ 13,428,792	\$ 15,119,559	\$ 1,690,767
Housing	\$ 1,007,485	\$ 2,007,800	\$ 1,000,315
Meal Plans	\$ -	\$ 1,981,000	\$ 1,981,000
Bookstore	\$ -	\$ 1,478,500	\$ 1,478,500
Potter Center Activities	\$ 200,000	\$ 341,000	\$ 141,000
Hospitality services	\$ 660,000	\$ 486,000	\$ (174,000)
Contract training	\$ 35,000	\$ 100,000	\$ 65,000
Miscellaneous	\$ 260,000	\$ 413,361	\$ 153,361
Transfers	\$ 282,500	\$ -	\$ (282,500)
Total revenues	45,571,777	53,608,639	8,036,862
Expenses			
Wages	\$ 17,372,278	\$ 19,332,150	\$ 1,959,872
Retirement	\$ 4,618,089	\$ 5,226,506	\$ 608,417
Benefits	\$ 3,347,900	\$ 3,400,999	\$ 53,099
Services - Staffing Agency	\$ 3,670,400	\$ 3,751,072	\$ 80,672
Services	\$ 4,076,520	\$ 4,568,047	\$ 491,527
Materials	\$ 2,039,015	\$ 4,238,489	\$ 2,199,474
Rent, utilities, insurance	\$ 1,751,400	\$ 1,812,477	\$ 61,077
Other operating costs	\$ 2,893,235	\$ 4,238,051	\$ 1,344,816
Transfers to Plant	\$ 987,895	\$ 3,162,654	\$ 2,174,759
Transfers-debt service	\$ 4,460,045	\$ 3,457,494	\$ (1,002,551)
Capital equipment	\$ 355,000	\$ 420,700	\$ 65,700
Total expenses	45,571,777	53,608,639	8,036,862
Income over (under) expenses	\$ -	\$ 0	\$ 0

Jackson College
Consolidated General Fund & Auxiliary/Support Services Revenue
Fiscal Year 2024 Proposed Consolidated Operating Budget
\$53,608,639



Jackson College
Consolidated General Fund & Auxiliary/Support Services Expenditures
Fiscal Year 2024 Proposed Consolidated Operating Budget
\$53,608,639



Jackson College

General Fund

	Fiscal Year 2023 Approved Budget	Fiscal Year 2024 Proposed Budget	Fiscal Year 2024 Draft Budget Compared to Fiscal Year 2023 Approved Budget
Revenue			
Gross tuition and fees	\$ 24,936,000	\$ 25,240,231	\$ 304,231
Less Institutional Scholarships	\$ (725,000)	\$ (860,000)	\$ 135,000
Net tuition and fees	24,211,000	24,380,231	439,231
Property taxes	\$ 5,587,000	\$ 6,389,547	\$ 802,547
State appropriations	\$ 13,428,792	\$ 15,119,559	\$ 1,690,767
Contract training	\$ 35,000	\$ 100,000	\$ 65,000
Miscellaneous	\$ 210,000	\$ 353,361	\$ 143,361
Transfers	\$ 50,000	\$ -	\$ (50,000)
Total revenues	43,521,792	46,342,698	3,090,906
Expenses			
Wages	\$ 16,323,336	\$ 17,720,785	\$ 1,397,449
Retirement	\$ 4,335,066	\$ 4,808,407	\$ 473,341
Benefits	\$ 3,144,126	\$ 3,151,599	\$ 7,473
Services - Staffing Agency	\$ 3,655,400	\$ 3,736,072	\$ 80,672
Services	\$ 4,064,520	\$ 4,492,547	\$ 428,027
Materials	\$ 1,653,675	\$ 1,842,989	\$ 189,314
Rent, utilities, insurance	\$ 1,749,400	\$ 1,808,477	\$ 59,077
Other operating costs	\$ 2,440,735	\$ 3,764,051	\$ 1,323,316
Transfers to Plant	\$ 987,895	\$ 1,146,577	\$ 158,682
Transfers-debt service	\$ 4,460,045	\$ 3,457,494	\$ (1,002,551)
Capital equipment	\$ 348,000	\$ 413,700	\$ 65,700
Total expenses	43,162,198	46,342,698	3,180,500
Income over (under) expenses	\$ 359,594	\$ (0)	\$ (359,594)

Jackson College
Auxiliary/Support Services

	Fiscal Year 2023 Approved Budget	Fiscal Year 2024 Proposed Budget	Fiscal Year 2024 Draft Budget Compared to Fiscal Year 2023 Approved Budget
Revenue			
Class Fees	\$ -	\$ 1,111,641	1,111,641
Less Institutional Scholarships	\$ (100,000)	\$ (200,000)	100,000
Housing	\$ 1,007,485	\$ 2,007,800	1,000,315
Meal Plans	\$ -	\$ 1,981,000	1,981,000
Bookstore	\$ -	\$ 1,478,500	1,478,500
Potter Center activities	\$ 200,000	\$ 341,000	141,000
Hospitality services	\$ 660,000	\$ 486,000	(174,000)
Miscellaneous	\$ 50,000	\$ 60,000	10,000
Transfers	\$ 232,500	\$ -	(232,500)
Total revenues	2,049,985	7,265,941	5,415,956
Expenses			
Wages	\$ 1,048,942	\$ 1,611,365	562,423
Retirement	\$ 283,023	\$ 418,099	135,076
Benefits	\$ 203,774	\$ 249,400	45,626
Services - Staffing Agency	\$ 15,000	\$ 15,000	-
Services	\$ 12,000	\$ 75,500	63,500
Materials	\$ 385,340	\$ 2,395,500	2,010,160
Rent, utilities, insurance	\$ 2,000	\$ 4,000	2,000
Other operating costs	\$ 452,500	\$ 474,000	21,500
Transfer to Plant	\$ -	\$ 2,016,077	2,016,077
Capital equipment	\$ 7,000	\$ 7,000	-
Total expenses	2,409,579	7,265,941	4,856,362
Income over (under) expenses	\$ (359,594)	\$ 0	\$ 359,594

<p align="center">BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: June 12, 2023</p>



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

Subject to be Discussed and Policy Reference:
<p>6.0 Consent / Required Approval Agenda</p> <p>6.1 Note of Gratitude from Ron Douglass</p> <p>(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
Description:
<p>Enclosed is a note of gratitude from Ron Douglass, one of the 2023 recipients of the Distinguished Service Award.</p>
Resource Impact:
<p>None</p>
Requested Board Action:
<p>Receive Ron Douglass' sentiments.</p>
Action Taken:

Board of Trustees
Jackson College

June 7, 2023

Dear Friends,

For all of us, there are some very special events that remain as cherished memories. April 28 and 29 will be one of those memories for my family and I. Thank you for your support in my Distinctive Service Award. This event has caused me to feel a bit of wonder in even being nominated, grateful to our community and the college, and introspective about how I now will attempt to live up to the standards of the words distinguished and service. I also feel that the award itself is really a recognition of the efforts of many to enhance the quality of life in this our home community. It seems a bit sad that there are so few who will share the award when there are so many who pursue good works and diligent efforts every day.

Again, thank you. Be assured that I will try to live up to the responsibility that Service represents.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ron Douglass". The signature is written in dark ink and is positioned above the printed name.

Ron Douglass



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
<p>7.0 Monitoring CEO Performance</p> <p>7.1 EL-03 Planning – Evidence Review*</p> <p><u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-03 Planning</p>
Description:
<p>Enclosed for your review is the evidence (i.e., Monitoring Report) for EL- 03 Planning</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>
Resource Impact:
None
Requested Board Action:
Board assessment of the report for Policy EL-03 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 03 Planning

Report Date: 06.12.23

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: "Planning". I certify that the information contained in herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

06.12.23

Date

POLICY STATEMENT:

The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board's ENDS. Further, without limiting the scope of the above statement by the following list, the CEO shall not:

INTERPETATION:

I have fully interpreted "*allocates resources in a way that risks fiscal jeopardy*" in policy items #2, #3 (3.1, 3.2, 3.2.1, 3.2.1.2, 3.2.1.2), #4, #5, #6, #7, #8, and #9; and I have fully interpreted "*allocates resources in a way that is not aligned with the achievement of the Board's ENDS*" in policy items #1 (including 1.1) #9 (9.1). Compliance with these lower- level policy items constitute compliance with this policy.

- 1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.**

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the CEO's Strategic Agenda, an evergreen planning document, consisting of 18 months of goals, strategies, and tactics, demonstrates a clear alignment from the ENDS policies, through to operational priorities assigned to the Leadership Council, which, in sum, is responsible for the total operational activity of the College. I further interpret this policy to be compliant when the proposed budget and debt schedule for each year include a pro-forma projection of not less than 3 years.

This interpretation is reasonable insofar as the use of a strategic planning document and proforma budget data are traditional tools used in the achievement of Board policy directives.

EVIDENCE:

Jackson College embarked on the creation of an inclusive Strategic Agenda process this year which included voices from across the campus including the Administrative Council, Coordinating Council, and Leadership Council. Feedback was gathered from across the campus through listening sessions and online surveys. The four goals identified, and their corresponding strategies and tactics align well with the Board's ENDS policy. The CFO confirmed on 06.09.23 that the Strategic Agenda is listed on the College's Intranet. Additionally, the CFO confirmed that a 3-year pro-forma is included in the FY '24 budget book.

2. Permit budgeting for any fiscal period, or the remaining part of any fiscal period, that is not derived from the multi-year plan during that year.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the proposed new budget aligns with the current budget year, both appearing in the three-year pro-forma financial plan presented each year to the Board.

This interpretation is reasonable insofar as, the Board will have previously seen the three-year pro-forma from the prior year's budgeting process, as well as monthly reporting on budget actuals, as it considers the budget and planning for the next academic year.

EVIDENCE:

The CFO confirmed on 06.09.23 that a three-year pro-forma was provided to the Board for consideration, as evidenced in the Regular Board Meeting budget documents of 06.12.23, as well as on the College's transparency webpage. Also confirmed on 06.09.23 are the placement of monthly budget actuals on the Board's

web page.

3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.

I have interpreted that compliance with this policy statement will be demonstrated when, as noted in 3.1 (prior year comparisons) and in 3.2 (separation of capital expenditures), as well as the following:

- a) Projected revenues from tuition and fees are based on a regression analysis of historical enrollment, adjusted against current events, and the CEO's initiatives.
- b) Housing revenues are derived from prior year application analysis, adjusted following consideration of actual and/or potential impactful, societal events.
- c) Property tax revenue is derived from property valuations, less the Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information provided by my analysis following a review of state projections and consideration of a likely state budget outcome, given that our College budget needs to be approved by the Board fully three months before the State budget is required to be completed.
- e) Contract training revenue, performing arts activity, miscellaneous revenue, and Transfers Revenues are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions, based on the sale of a student residence mandatory meal plan, and catering services.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster, adjusted for labor agreement requirements, changes in State and Federal requirements, as well as the addition of new staff to the budget.
- h) Services – Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other operating costs are derived from historical trends, adjusted for current revenue assumptions.
- i) Transfers-Debt Services is derived from our debt repayment schedule for the required payments on outstanding obligations that year.
- j) Capital Equipment & Transfers are derived by the residual income over expenses after all other expenses are planned.
- k) The budget book includes five-year facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the Leadership Council, while ensuring the satisfaction of the Board requirements of two-month's operating on hand.
- m) The budget book includes planning assumptions.

This interpretation is reasonable because all budget items are derived in a manner

which is comparable to budget planning processes used in other community colleges of comparable size.

EVIDENCE

The CFO confirmed on 06.09.23 that all aspects described in 3 a) through m) were factored into the FY '24 budget proposal presented to the Board for consideration, as evidenced in the Regular Board Meeting budget documents of 06.12.23, as well as on the College's transparency webpage.

3.1 Omit prior year comparisons for departments and the annual budget summary.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when there is budget documentation of prior year activity and new year budget for all operational departments as part of the College's general fund.

This interpretation is reasonable because year-end reports, and the new budget are standard ways of presenting prior year comparisons.

EVIDENCE:

The CFO confirmed on 06.09.23 that the FY '24 budget book includes a prior-year comparison and new year budget for operational departments as part of the College's general fund. This budget book is provided digitally to the Board and employees each year, once the budget has been approved by the Board.

3.2 Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.

I have interpreted this policy in items 3.2.1, 3.2.1.1, and 3.2.1.2 below. Compliance with these items will constitute compliance with this policy.

3.2.1 Unless otherwise approved by the Board, provide less than the amount required to address critical deferred maintenance.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the amount required to address critical deferred maintenance in policy items 3.2.1.1 and 3.2.1.2. is provided.

3.2.1.1 Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the total amount of plant transfers budgeted, debt, and/or transfers at year end, are at least 4.5% of the budgeted operating revenues.

This interpretation is reasonable insofar as the Board of Trustees review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year.

EVIDENCE:

The CFO confirmed on 06.09.23 that 5.90% of the operating budget will support transfers to Plant, and another 6.45% of the operating budget will support Debt Service.

3.2.1.2 Less than 3.5% allocated for technology and institutional equipment.

INTERPETATION:

Technology and institutional equipment are part of the capital budget. Compliance will be demonstrated when the total for technology and institutional equipment is included in the 3.5% of the operating budget planned for capital equipment, year-end transfers, and debt.

This interpretation is reasonable insofar as the Board of Trustees review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year.

EVIDENCE:

The CFO confirmed on 06.09.23 that 0.78% of the operating budget will support capital equipment. The balance needed to achieve 3.5% occurs at the conclusion of the year through institutional transfers.

4. Permit financial planning that omits credible multi-year (no less than three years) pro-forma trend of revenues and expenses.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the budget presentation, and subsequent budget book, includes rolling three-year pro-forma that has alignment with the current year budget adjusted as the year's activities proceed.

This interpretation is reasonable insofar as the approved budget is codified in distributed form for Board inspection.

EVIDENCE:

The CFO confirmed on 06.09.23 that a three-year pro-forma is provided to the Board, as evidenced in the Regular Board Meeting budget documents of 06.12.23, as well as on the College's transparency webpage.

5. Permit financial planning without a projected multi-year (no less than five years) facilities master plan.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the College's five-year facilities master plan is included in the Budget preparation documents used as a basis for determining priorities in a current year, with the understanding of the potential for changing economic conditions, as well as available funding.

This interpretation is reasonable insofar as the Board approved budget is codified in distributed form for Board inspection.

EVIDENCE:

The CFO confirmed on 06.09.23 that a five-year master plan is provided to the Board, as evidenced in the Regular Board meeting budget documents of 06.12.23, as well as on the College's transparency webpage.

6. Permit planning that risks any situation or condition described as unacceptable in the "Financial Condition and Activities" policy.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when cash flow projections:

- a) Are based on timely payment of payroll (EL-04),
- b) Do not plan for the use of restricted or designated funds for other than purposes for

which account was established.

- c) Project a year-end deficit.

This interpretation is reasonable insofar as, all budget planning is reviewed in advance of formal consideration, with the aforementioned items included. Further, the Board approves the annual budget, and receives monthly financial reports, as well as audited financial reports that present the budget plan, contemplating these items, as well as the Board receives audited financials annually that would also consider these items.

EVIDENCE

- a) The CFO confirmed on 5.22.23 that payroll is paid timely, and all employees are paid based on the payroll calendar. Control totals are compared to payroll reports to ensure all employees are paid. Payroll withholding taxes are submitted on a biweekly basis that aligns with the payroll schedule.
- b) The CFO confirmed on 05.22.23 that restricted and designated funds are only used for the purpose for which each was established.
- c) The CFO confirmed on 06.09.23 that a balanced budget is provided to the Board, as evidenced in the Regular Board meeting budget documents of 06.12.23, as well as on the College's transparency webpage.

- 7. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and Careholdership linkage.**

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the budget account for the Board's direct use is identified as a separate department within the overall College.

This interpretation is reasonable insofar as the Board reviews and approves the adoption of the annual operating budget.

EVIDENCE:

The CFO confirmed on 06.09.23 that the Board of Trustees has a dedicated budget, within the overall College budget, to support such costs as professional development, meeting expense, audit, and legal fees.

8. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

This interpretation is reasonable insofar as the Board of Trustees receives monthly financial reports on the College's financial activity, as well as audited financial reports.

EVIDENCE:

- a) The CFO confirmed on 06.09.23 that a balanced budget is provided to the Board, as evidenced in the Regular Board meeting budget documents of 06.12.23, as well as on the College's transparency webpage.

9. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when budget plans for the board include future years projections that are fiscally viable, as well as the following.

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and
- b) Borrowing (i.e., debt service) does not exceed 10% of the annual operating expenses, which is consistent with the historical threshold previously used by the Board.

This interpretation is reasonable insofar as the Board receives annual budget planning documents which include elements of fiscal soundness, debt services, and projected outcomes of negotiated contracts in those years when union contracts are expired.

EVIDENCE:

- a) CFO confirmed on 06.09.23 that a review of the current three-year pro-forma includes the cost increase associated with the current labor agreements.
- b) CFO confirmed on 06.09.23 that a review of the three-year pro-forma confirms the cost of debt service is 9.8.% in FY '23, 6.45% in FY '24, 6.2% in FY '25, 6.02% in FY'26, and 4.15% in FY'27 of each years projected expenses.

9.1 Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long-term.

INTERPETATION:

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

- a) Each Leadership Council Member has identified, to the College CEO, an interim successor.
- b) Each Council Member Successor is provided current operational information and has the opportunity to fill the responsibilities of the position from time to time.
- c) Each Council Member Successor is aware of their responsibility to the operations of the College and the Leadership council.

This interpretation is reasonable insofar as the Leadership Council Members' positions are key operational personnel and cover all areas of the operation of the College.

EVIDENCE:

- a) The CFO confirmed that during the FY '23 Q3 Strategic Session on 03.02.23 succession plans were shared by each Leadership Council member.

9.2 Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, (partially as noted in 10.2.1) as well as the following:

- a) Minutes of the Leadership Council confirm that it regularly discusses current operations of the organization.
- b) The Leadership Council understands how the organization is evaluated under Policy Governance and is involved in the development of Board Monitoring Reports.
- c) Performance Management Interviews (PMIs) between the Leadership Council member and their direct reports reveal discussions of larger operations in the area under supervision, as well as discussion of leadership growth and a pathway for doing so.

The interpretation is reasonable because it covers the two areas critical to continuity of the CEOs role; Operations of the College and support of the

Board's assessment of organization performance. Further, PMI meetings, with direct reports, are a mandated requirement of all Leadership Council Members.

EVIDENCE:

- a) The CFO confirmed on 06.09.23 that the Leadership Council discusses operations of the organization especially during this year's Strategic Planning and Agenda sessions.
- b) The CFO confirmed on 06.09.23 that Leadership Council members are providing evidence in support of the monitoring reports.
- c) CFO confirmed on 06.09.23 that PMIs continue to be an important and critical practice in the success of each employee, their supervisor, and the institution. The PMIs are required to be conducted quarterly for all College employees.

9.2.1 Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when (assuming that "*the assumption of the operation of the organization*" language includes the same authority and responsibility as the CEO):

- a) There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the CEO, for which each person is accountable during a temporary absence of the CEO of less than 6 months.
- b) When the two named successors, as determined by the CEO, are shared, in order, with the Board of Trustees.
- c) When the two named successors confirm their knowledge of their role as successor, and their responsibilities and accountabilities in the event of an absence.
- d) When the two named successors are required to attend monthly Board Meetings, Planning Sessions, and appropriate Board communications.

The interpretation is reasonable because it supports the Board's ability to apply policy BMD-5 CEO Succession.

EVIDENCE:

- a) The CFO confirmed that during the FY '23 Q3 Strategic Session on 03.02.23 succession plans were shared by each Leadership Council member.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:
<p>7.0 Monitoring CEO Performance</p> <p>7.2 CEO Monitoring Compliance Schedule & Summary</p> <p><u>BOARD POLICY:</u> BOARD-CEO DELEGATION: BCD-04 Monitoring President Performance</p>
Description:
<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).</p>
Requested Board Action:
Discussion surrounding the President's compliance review.
Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
E – 01 Board Ends	8.8.22	Yes	n/a`	n/a	n/a	n/a	Compliant 8.8.22
EL – 00 General Executive Constraint	First presented 6.13.22, with evidence follow-up 9.12.22	Yes	As this was the first review of the policy, only the interpretations were available for review 6.13.22. Evidence was reviewed on 9.12.22.	n/a	n/a	No capacity for monitoring as scheduled in September 2021.	Compliant 9.12.22
EL – 01 Treatment of Students	10.10.22	Yes	n/a	n/a	n/a	n/a	Compliant 10.10.22
EL – 02 Treatment of Staff	4.11.22, - Fully Compliant Follow-up 9.12.22	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22 and 9.12.22
EL – 03 Planning	6.12.23	Yes		n/a	n/a	n/a	Compliant 8.8.22
EL – 04 Financial Conditions & Activities	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22



President/CEO Monitoring Report Compliance

Jackson College

EL – 05 Asset Protection	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 06 Investments	5.10.23	Yes	n/a	n/a	n/a	n/a	Compliant 5.10.23
EL – 07 Compensation and Benefits	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 08 Communication & Support to the Board	11.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 11.14.22
EL – 09 Organization Culture	1.9.23	Yes	n/a	n/a	n/a	n/a	Compliant 1.9.23
EL – 10 Access to Education	2.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 2.13.23
EL – 11 Entrepreneurial Activity	3.13.23	Yes	n/a	n/a	n/a	n/a	Compliant 3.13.23
EL – 12 Land Use	4.10.23 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Jet's Pavilion, the Jet's Air Station, the Astronomical Observatory,	Fall of FY'24		Installation of the Jet's Pavilion, the Jet's Air Station, the	Partially Compliant 4.10.23



President/CEO Monitoring Report Compliance

Jackson College

			and the completed STEAM Factory area.			Astronomical Observatory, and the completed STEAM Factory area not expected until Fall of FY'24	
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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.

2023-2024 Board Meeting Date	Policy Reviews Due	Trustees Responsible for Recommendations
August 4, 2023	<u>Bylaws</u>	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-03</u> Delegation to President	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-04</u> Monitoring President Performance	Trustee Donna Lake Trustee Chris Simpson
September 11, 2023	<u>EL-01</u> Treatment of Students	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 9, 2023	<u>EL-04</u> Financial Conditions & Activities	Trustee Sam Barnes Trustee Matt Heins
	<u>EL-08</u> Communication & Support to the Board	Trustee Sam Barnes Trustee Matt Heins
November 13, 2023	<u>EL-09</u> Organization Culture	Trustee Donna Lake Trustee Chris Simpson
	<u>EL-07</u> Compensation & Benefits	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-06</u> Audit Committee Terms of Reference	Trustee Donna Lake Trustee Chris Simpson
	<u>GP-13</u> Special Rules of Order	Trustee Donna Lake Trustee Chris Simpson
	<u>BCD-02</u> Accountability of the President	Trustee Donna Lake Trustee Chris Simpson
January 9, 2024	<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 Careholdership	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-15</u> Handling Alleged Policy Violations	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>GP-07</u> Careholdership Linkage Committee ToR	Trustee Phil Hoffman Vice-Chair Sheila Patterson
February 13, 2024	<u>EL-11</u> Entrepreneurial Activity	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-01</u> Governing Style	Trustee Sam Barnes Trustee Matt Heins
	<u>BCD-06</u> President Compensation	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-00</u> Governance Commitment	Trustee Sam Barnes Trustee Matt Heins
March 13, 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 10, 2024	<u>EL-05</u> Asset Protection	Trustee Sam Barnes Trustee Matt Heins
	<u>EL-06</u> Investments	Trustee Sam Barnes Trustee Matt Heins
	<u>BCD-05</u> President Succession	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-03</u> Board Planning Cycle & Agenda Control	Trustee Sam Barnes Trustee Matt Heins
	<u>GP-12</u> Board Linkage with External Organizations	Trustee Sam Barnes Trustee Matt Heins
May 8, 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 12, 2024	<u>EL-00</u> General Executive Constraint	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<u>E-01</u> Ends	Trustee Phil Hoffman Vice-Chair Sheila Patterson

DRAFT

2023 - 2024 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
2023-2024 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
January 9, 2023	<u>Review EL-10</u> Access to Education (JEREMY) <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations <u>(2024 – Review GP-07</u> Ownership Linkage Committee ToR)	<u>Monitor EL-09</u> Organization Culture (CINDY) <u>Monitor EL-07</u> Compensation & Benefits (CINDY) <u>Monitor GP-06</u> Audit Committee Terms of Reference <u>Monitor GP-13</u> Special Rules of Order <u>(2024 - Monitor BCD-02</u> Accountability of the President)
February 13, 2023	<u>Review EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> President Compensation <u>(2024 – Review GP-00</u> Governance Commitment)	<u>Monitor EL-10</u> Access to Education (JEREMY) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations <u>(2024 – Monitor GP-07</u> Ownership Linkage Committee ToR)
March 13, 2023	<u>Review EL-12</u> Land Use (JASON) <u>Review GP-02</u> Board Job Contributions <u>Review GP-04</u> Role of Board Chair <u>Review GP-10</u> Investment in Governance <u>(2024 – Review BCD-00</u> Global Board Management Delegation)	<u>Monitor EL-11</u> Entrepreneurial Activity (CINDY/JOHN) <u>Monitor GP-01</u> Governing Style <u>Monitor BCD-06</u> President Compensation <u>(2024 – Monitor GP-00</u> Governance Commitment)
April 10, 2023	<u>Review EL-05</u> Asset Protection (JOHN) <u>Review EL-06</u> Investments (JOHN) <u>Review BCD-05</u> President Succession <u>Review GP-03</u> Board Planning Cycle & Agenda Control <u>(2024 – Review GP-12</u> Board Linkage with External Organizations)	<u>Monitor EL-12</u> Land Use (JASON) <u>Monitor GP-02</u> Board Job Contributions <u>Monitor GP-04</u> Role of Board Chair <u>Monitor GP-10</u> Investment in Governance <u>(2024 – Monitor BCD-00</u> Global Board Management Delegation)
May 8, 2023	<u>Review EL-03</u> Planning (JOHN) <u>Review GP-09</u> Board Code of Conduct	<u>Monitor EL-05</u> Asset Protection (JOHN) <u>Monitor EL-06</u> Investments (JOHN) <u>Monitor BCD-05</u> President Succession <u>Monitor GP-03</u> Board Planning Cycle & Agenda Control <u>(2024 – Monitor GP-12</u> Board Linkage with External Organizations)
June 12, 2023	<u>Review EL-00</u> General Executive Constraint (PHELAN) <u>Review E-01</u> Ends (JEREMY)	<u>Monitor EL-03</u> Planning (JOHN) <u>Monitor GP-09</u> Board Code of Conduct

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

August 14, 2023	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to President <u>Review BCD-04</u> Monitoring President Performance	<u>Monitor EL-00</u> General Executive Constraint (PHELAN) <u>Monitor E-01</u> Ends (JEREMY)
September 11, 2023	<u>Review EL-01</u> Treatment of Students (CINDY/JEREMY) <u>Review BCD-01</u> Unity of Control <u>Review GP-05</u> Role of Vice Chair <u>Review GP-08</u> Board & Committee Expenses	<u>Follow up:</u> <u>Monitor EL-02</u> Treatment of Staff (CINDY) <u>Monitor BCD-03</u> Delegation to President <u>Monitor BCD-04</u> Monitoring President Performance <u>Monitor GP-07</u> Board Committee Principles
October 9, 2023	<u>Review EL-04</u> Financial Conditions & Activities (JOHN) <u>Review EL-08</u> Communication & Support to the Board (PHELAN)	<u>Monitor EL-01</u> Treatment of Students (CINDY/JEREMY) <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 13, 2023	<u>Review EL-09</u> Organization Culture (CINDY) <u>Review EL-07</u> Compensation & Benefits (CINDY) <u>Review GP-06</u> Audit Committee Terms of Reference <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the President	<u>Monitor EL-04</u> Financial Conditions & Activities (JOHN) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
9.1	FY'23 Q4 Strategic Agenda
	<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL- 03 Planning
Description:	
<p>Last October (2022), the Jackson College Leadership Council began building a list of important, strategic targets as they apply toward the achievement of the updated Jackson College Board ENDS. The College will operationalize the strategic targets over the course of the next 18 months and evaluate them quarterly.</p> <p>We are happy to report that these strategic targets have now been codified by combining careholder focus group input with that of learners and expert employees across the institution, whose input was collected via employee surveys (conducted both internally and externally), student experience workshops (facilitated externally), and multiple College departmental and committee meetings.</p> <p>Attached, please find the FY'23 Q4 Strategic Agenda.</p>	
Resource Impact:	
None	
Requested Board Action:	
Receive the FY'23 Q4 Strategic Agenda.	
Action Taken:	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
9.2	IT & Financial Audit Update
<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-06 Audit Committee Terms of Reference	
Description:	
<p>This time on the agenda has been set aside for the Audit Committee to provide an update following their meeting earlier today with auditors of Rehmann Robson. Rehman Robson recently finalized their IT Audit and Assessment for Jackson College.</p> <p>Please also receive the actual FY'22 IT Audit and Assessment report itself (linked HERE to the Resource Center of Diligent), as well as the engagement letters confirming the arrangement for Rehmann Robson to provide Jackson College services in connection with the College's FY'23 Information Technology Audit and Assessment (linked HERE), the College's FY'23 Financial Audit and Assessment (linked HERE), the Foundation's FY'23 Financial Audit and Assessment (linked HERE), and the FY'23 Professional Services Plan for Jackson College and Jackson College Foundation (linked HERE).</p>	
Resource Impact:	
None	
Requested Board Action:	
Receive IT Audit and Assessment report and engagement letters outlining the ongoing audit process.	
Action Taken:	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

Subject to be Discussed and Policy Reference:	
9.0	Information Requested by the Board
9.3	Consideration of Fall Planning Session Date
	<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda
Description:	
<p>Thank you for participating in the survey of proposed dates/times for the Board's Fall Planning Session. Below are the proposed dates/times for further discussion and decision.</p> <ul style="list-style-type: none"> Monday, September 25 (8am-2pm) Tuesday, September 26 (8am-2pm) Monday, October 30 (8am-2pm) Friday, November 3 (8am-2pm) Monday, November 6 (8am-2pm) Thursday, November 16 (8am-2pm) Friday, November 17 (8am-2pm) – Most preferred via survey 	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of a Fall Planning Session date.	
Action Taken:	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
<p>9.0 Information Requested by the Board</p> <p>9.4 Next Regular Board Meeting Topics – August 14, 2023</p> <p style="text-align: right;"><u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda</p>
Description:
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (August 14, 2023). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> • Policy Review: Bylaws • Policy Review: BCD-03 Delegation to President • Policy Review: BCD-04 Monitoring President Performance • Evidence Review: EL-00 General Executive Constraint • Evidence Review: EL-01 ENDS • Survey Results Review: GP-09 Board Code of Conduct • FY'23 Q4 Financial Report • Negotiations (If needed) <p>Please feel free to offer other agenda items at this point on the agenda.</p>
Resource Impact:
None
Requested Board Action:
Review of currently anticipated topics.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:	
10.0	Self-Evaluation of Governance Process & Board Performance at this Meeting
10.1	Principles of Policy Governance
	<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
Description:	
<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>	
Resource Impact:	
None	
Requested Board Action:	
Define particular areas for improvement in the governance process.	
Action Taken:	

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023



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

Subject to be Discussed and Policy Reference:
11.0 Meeting Content Review <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-01 Governing Style
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:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 12, 2023

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

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