

Jackson College Board of Trustees Meeting

Regular Meeting

June 13, 2022 06:30 PM



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(*) Indicates a roll-call item

Jackson College COVID-19 Protocol – 6.13.22



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 13, 2022



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

Subject to be Discussed and Policy Reference:
1.0 Call to Order & Pledge of Allegiance of the United States (<u>BOARD POLICY:</u> 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: "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 13, 2022

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 05.09.22 (<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 are posted within 10 days of the preceding 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

05.09.22

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, May 9, 2022, 6:30pm, at the Central Campus of Jackson College, George E. Potter Center, 2nd Floor, Boardroom.

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

Board Member Excused Absence: None.

Others Present: President Daniel Phelan, Darrell Norris, Cindy Allen, Jason Valente, Jeremy Frew, Kelly Crum, Dr. Wayne Rose, Dr. Todd Butler, and Keith Book.

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

NEW TRUSTEE ATTESTATION – CHRISTOPHER SIMPSON

On 04.18.22, the Board of Trustees voted to appoint Mr. Christopher A. Simpson to complete the unexpired Trustee term of retired Trustee Dr. Ed Mathein through 12.31.22. At this 05.09.22 Regular Board meeting, the Board asked Mr. Simpson if he had reviewed, understood, and committed to the Board's Code of Conduct, to which Mr. Simpson stated "I do.". Mr. Simpson also verbally attested to support the constitution of the United States, and the constitution of the State of Michigan, and to faithfully discharge the duties of the office of member, of the board of trustees, of Jackson College according to the best of his ability. An Acceptance and Oath of Office was fully executed and submitted to the Jackson County Elections Director, Jennifer Crews on 05.12.22.

ADOPTION OF MINUTES

The draft minutes of the Regular Meeting of the Board of Trustees on 04.11.22, and the Special Board Meeting of the Board of Trustees on 04.18.22, were reviewed by the Board. Both sets of minutes were 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.

OWNERSHIP LINKAGE

PUBLIC COMMENTS:

None.

BOARD COMMENTS:

Trustee Barnes mentioned the article written about retired Jackson College Trustee, Dr. Ed Mathein.

Trustee Heins welcomed newly appointed Trustee Simpson, who described his positive experiences attending the Kente and Commencement Ceremonies. He also shared gratitude for a warm and thorough welcome.

Chairperson Crist complimented the Commencement committee on the quality of the recent exercises on 04.30.22.

CEO COMMENTS:

President Phelan pointed out a JCEC article in the Jackson Magazine. He also noted that he will be holding additional meetings with legislators in Lansing this week to discuss the Appropriation Bill, deferred maintenance issues, ARC, and capital outlay projects.

LINKAGE COMMITTEE STATUS:

Chairperson Crist and Trustee Lake shared that the next round of Ownership Linkage meetings is slated for the week of May 23rd.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Consideration of Foundation Trustee Membership Levels: As stipulated in the Foundation Bylaws, 3 members of the Jackson College Board of Trustees are permitted to also serve on to the Jackson College Foundation Board of Directors. With the recent acceptance of Christopher A. Simpson's appointment to complete retired Jackson College Board of Trustee Ed Mathein's unexpired term, there are now inadvertently 4 members of the Jackson College Board of Trustees serving on the Jackson College Foundation Board of Directors. President Phelan suggested considering a reduction of 1 member of the Jackson College Board of Trustees from the Jackson College Foundation Board to stay in compliance with the Foundation's Bylaws.

Chairperson Crist subsequently announced that he will be step down from the Jackson College Foundation Board, effective immediately. He appointed President Phelan to notify the Foundation Board.

EXECUTIVE LIMITATIONS ITEMS: Policy Review: EL-05 Asset Protection:

President Phelan presented policy EL-05 Asset Protection and his interpretations.

MOTION BY TRUSTEE HEINS TO APPROVE THE CEO'S INTERPRETATIONS FOR EL-05 ASSET PROTECTION. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: Policy Review: EL-06 Investment:

President Phelan presented policy EL-06 Investment and his interpretations.

MOTION BY TRUSTEE LAKE TO APPROVE THE CEO'S INTERPRETATIONS FOR EL-06 INVESTMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

ADRIAN PROPERTY SALE AUTHORIZATION

President Phelan explained that even prior to COVID, enrollments at the JC@LISD Tech (i.e., Adrian Campus) had been in decline. Even as the campus has been reopened, enrollment levels remain low. Additionally, the LISD has expressed an interest in obtaining the facility as their needs expand. In an effort to consider options regarding an unproductive asset, President Phelan requested an appraisal of the property, which he received in November. The report stated the value of the property at \$2,855,000. This value has been agreed to by the LISD Superintendent Haag. Given the low enrollments at the Adrian site, and Jackson College's ability to lease-back some classrooms, as well as other community spaces to reach other intended audiences, President Phelan requests the Board's authorization to sell the property to the LISD for \$2,855,000.

Trustee Heins asked if this sale is part of a larger plan, to which President Phelan shared that there are considerations being made about the Jackson College W.J. Maher Campus, which is not in the instructional program for the Fall. The Jackson College Foundation Board is considering the future of that campus. President Phelan noted that investments will continue to be made on Central Campus. Additionally, he mentioned that we will be investing heavily in IT/LMS to fully launch Jackson College Global as an important focus for online enrollment, and in IT generally for data bases needed to guide equity and student success efforts.

MOTION BY TRUSTEE PATTERSON TO APPROVE THE CEO'S SALE OF ADRIAN PROPERTY FOR \$2,855,000. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSENT / REQUIRED APPROVAL AGENDA

BOARD CONSIDERATION OF SUMMER RETREAT AGENDA:

The Board discussed topics for the Board's Summer Retreat.

Agenda items include:

1. Ownership Linkage Committee report out on May meetings
2. Monitoring Report schedules – staggering vs. yearly
3. ESG
4. College naming policy – room/location naming
5. Board Office Vacancies – BYLAWS – Proposed Text
6. Supreme Court Decision about Community College Raises Issues for Public Body Boards | Miller Nash LLP - JDSupra
<https://www.jdsupra.com/legalnews/supreme-court-decision-about-community-2102574/>
7. IT Security Questions – Responses to March cyber questions
8. Board member attendance at Board meetings.
9. Process of filling Board member vacancies.
10. Consideration of eliminating February Board meetings.
11. Consideration of reverse transfer for Trustees.

President Phelan and Trustee Heins discussed the relationship between proposed agenda items number 5 and 9, with 5 focusing on Bylaws text and 9 being the application. Vice Chairperson Patterson, Trustee Lake, Trustee Barnes, and Trustee Hoffman all shared support for the current items on the list.

MOTION BY VICE-CHAIRPERSON PATTERSON TO APPROVE THE BOARD SUMMER RETREAT AGENDA. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring: EL-05 Asset Protection:

President Phelan presented the 2022 Monitoring Report for EL-05 Asset Protection, indicating his full compliance.

Trustee Hoffman noted that Lincoln College was forced to shut their doors due to ransomware.

MOTION BY TRUSTEE HOFFMAN TO ACCEPT THE MONITORING REPORT FOR POLICY EL-05 ASSET PROTECTION AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS,

PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

REGULARLY SCHEDULED CEO PERFORMANCE MONITORING: 2022 Monitoring: EL-06 Investment:

President Phelan presented the 2022 Monitoring Report for EL-06 Investment, indicating his full compliance with policy.

MOTION BY TRUSTEE LAKE TO ACCEPT THE MONITORING REPORT FOR POLICY EL-06 INVESTMENT AS FULLY COMPLIANT. ALL TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES BARNES, SIMPSON, HEINS, PATTERSON, LAKE, HOFFMAN, AND CRIST VOTING AYE. MOTION PASSED UNANIMOUSLY.

CEO COMPLIANCE REVIEW:

President Phelan provided an update on the monitoring reports presented to the Board thus far, with the compliance status noted, as well as when compliance is expected.

INFORMATION REQUEST BY THE BOARD

2022 GOVERN for IMPACT HYBRID Conference Participation:

The Board discussed member attendance, either in person or virtually, for the [2022 GOVERN for IMPACT HYBRID Conference](#), J06.16-18.22. The live event will be held in Fort Worth, Texas. Chairperson Crist will be attending in person.

Next Board Meeting Topics – June 13, 2022:

President Phelan provided the members a portend of items that are to come at the 06.13.22, Jackson College Board of Trustees Meeting and took agenda suggestions.

Below are the currently anticipated topics:

- Policy Review & 2022 Monitoring: EL-03 Planning
- Policy Review & 2022 Board Self-Monitoring: GP-9 Board Code of Conduct
- Consideration of the FY23 Budget
Regarding cost center booklets, Vice Chairperson Patterson and Chairperson Crist noted that these booklets are best shared via the Resource Center of Diligent Boards. Printing them will not be necessary. President Phelan reminded all that a public hearing on the proposed 2022 - 2023 Budget will be posted as part of the June 13, 2022, Board meeting.
- Audit Committee Members – With the retirement of the Dr. Ed Mathein, who was a member of the Board's Audit Committee, consideration of the Audit Committee members going forward was suggested by President Phelan.

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

Principles of Policy Governance:

No comments.

MEETING CONTENT REVIEW

President Phelan thanked Jason Valente and Jim Jones for the remodel of the Boardroom, an effort needed following the 2021 fire in the Potter Center.

ADJOURN

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

Meeting Adjourned at 7:07 pm ET.

DRAFT

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
3.0 Declaration of Conflict of Interest (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct)
Description:
<p>Consistent with Board Policy, By-laws, and the standard 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 note the item in question, and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
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 13, 2022



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

Subject to be Discussed and Policy Reference:
4.0 Ownership Linkage 4.1 Public Comments (limit of 5 minutes per person) (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership)
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. Comments are limited to five (5) minutes, unless a significant number of people plan to speak, and, in that instance, the Board Chair may limit a person's comments to less than five (5) minutes.</p> <p>The Chairperson may offer the following statement prior to persons offering comment:</p> <p><i>"When addressing the Board, speakers are asked be respectful and civil. Should speakers, who wish to address the Board on matters of an individual, personnel or student nature, are requested to first present such matters to the appropriate College department, in advance of presenting them to the Board."</i></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 13, 2022

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

Subject to be Discussed and Policy Reference:
4.0 Ownership Linkage 4.2 Board & CEO Comments (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.2 Ownership Linkage Committee Terms of Reference)
Description:
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 item 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.
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 13, 2022



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

Subject to be Discussed and Policy Reference:

4.0 Ownership Linkage
 4.3 Ownership Linkage Committee Status

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

Description:

This item is placed on the agenda for both Chairperson Crist and Trustee Lake to provide an overview of their recently scheduled Ownership Linkage meetings and receive any Board comment.

During the weeks of May 23rd and June 6th, the Ownership Linkage Committee met with the following organizations:

- Summit Township Board of Trustees
- Big Brothers Big Sisters of Jackson County
- United Way of Jackson County
- Jackson County Board of Commissioners

Two meetings had also been scheduled with the Jackson City Council on May 26th that are being rescheduled to September 13th or October 11th due to meeting conflicts.

Scheduling of meetings with the Lily Missionary Baptist Church and Queen of the Miraculous Medal Parish are also pending, potentially for this Fall.

A written survey (rather than a live meeting) has been requested by, and is being developed for, the following groups (and potentially many more):

- Jackson Enterprise Group Board
- Jackson Young Professionals

Resource Impact:

None

Requested Board Action:

Consider update from Trustees regarding Ownership-Linkage progress.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.1 Board Consideration of Audit Committee Members (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-07.1 Audit Committee Terms of Reference)
Description:
<p>With the recent retirement of Dr. Ed Mathein from the Jackson College Board of Trustees, and who was a member of the Board's Audit Committee, I suggest consideration of replacing Dr. Mathein's absence on the Board's Audit Committee.</p> <p>In accordance with the Governance Process Policy 07.1 (Audit Committee Terms of Reference):</p> <p>Committee Composition and Tenure</p> <p>3. The Committee's composition shall enable it to function effectively and efficiently.</p> <p> 3.1. The Committee shall be composed of not more than three Trustees.</p> <p> 3.2. Members shall be appointed by the Board Chair for a three-year year term. Members will serve staggered terms. Membership on the Committee will be rotated among all Trustees.</p> <p> 3.3. The Committee shall appoint a Committee Chair from among its members.</p>
Resource Impact:
None
Requested Board Action:
Consider replacing Dr. Mathein's absence on the Board's Audit Committee.
Action Taken:



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022

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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.2 Board Consideration of Audit Committee Meeting Date (<u>BOARD POLICY</u>: GOVERNANCE PROCESS: GP-07.1 Audit Committee Terms of Reference)
Description:
<p>Upon the decision of replacing Dr. Mathein's absence on the Board's Audit Committee, and in accordance with the Jackson College Board of Trustees Annual Calendar/Work Plan and Governance Process Policy 07.1 (Audit Committee Terms of Reference), I suggest the Board consider a Pre-Audit Committee Meeting date during the weeks of June 13 or June 20, 2022.</p> <p>Committee Authority</p> <p>2.4. The Committee may meet independently with the organization's external auditors.</p>
Resource Impact:
None
Requested Board Action:
Consider a Pre-Audit Committee Meeting date during the weeks of June 13 or June 20, 2022.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.1 Governance Process 5.1.3 Policy Review: GP-09 Board Code of Conduct (<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct)
Description:
Enclosed for its regularly scheduled review is policy GP-09 Board Code of Conduct. At this time, I am not recommending any changes, nor have I received any recommendations for change from members.
Resource Impact:
None
Requested Board Action:
Consideration and approval of policy GP-09 Board Code of Conduct.
Action Taken:



Governance Process	Ends
Board-President Delegation	Executive Limitations

BOARD OF TRUSTEES POLICY

Policy Type: Governance Process

Policy Title: Board Code of Conduct

Policy Number: GP – 09

Date Adopted: 06/08/20

Version: 1.0

Date Last Reviewed: 06/08/20

Office Responsible: President's

Reviewing Committee: Board of Trustees

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 to treat one another, the President, College employees, citizens of Jackson County, students, and parents with respect, co-operation and a willingness to deal openly on all matters.

1. Trustees must have loyalty to the Ownership 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 to the College for themselves, family members, or associates. Should a Trustee apply for employment, she/he must first resign from the Board.
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 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. 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.
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 Code of Conduct are subject to reprimand.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.1 Policy Review: EL-00 General Executive Constraints (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-00 General Executive Constraints)
Description:
Enclosed for your consideration is policy EL-00 General Executive Constraints, and in particular, my interpretation of the policy. This is the first examination of this policy item for the Board since we have updated our Policy Governance practice.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EL-00 General Executive Constraints.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 00 General Executive Constraint

Report Date: 06.13.22

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "General Executive Constraint". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below.

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

06.13.22

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

Date

POLICY STATEMENT:

The President shall not cause or allow any practice, activity, decision or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics.

INTERPRETATION:

The Board has fully interpreted the practices, activities, decisions, and organizational circumstances that it considers to be imprudent or in violation of commonly accepted business and professional ethics in its Executive Limitations EL-01 to EL-12.

Compliance with those policies in addition to the following will constitute 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 inadvertent violation of the law due to the addition of case law, the nuanced interpretations of the law, and the litigious nature of society, as well as the potential for inconsistent interpretations of case situations by judges and juries. Therefore, the institution may, in fact, be found guilty of noncompliance with law through no fault of, or intentional action by, the College or its employees.

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 allowed be without sufficient support systems to encourage their success.
- 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 legal expertise or knowledge.

EVIDENCE:

- a) At the request of the Board, the Board's attorney reviewed all policies and submitted a report on [DATE] stating that there were no intentional violations of known and applicable federal, state, and local laws.

- b) An internal review of the audit report on [DATE] confirmed that that there were no overdue or inaccurate filings of taxes or government ordered payments.

Based upon this evidence, I am reporting XX compliance with this policy.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.2 Policy Review: EL-03 Planning (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-03 Planning)
Description:
Enclosed for your consideration is policy EL-03 Planning, and in particular, my interpretation of the policy.
Resource Impact:
None
Requested Board Action:
Consideration of approving or amending policy EL-03 Planning.
Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 03 Planning

Report Date: 06.13.22

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "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.

06.13.22

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

Date

POLICY STATEMENT:

The President 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 President 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 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:

Compliance will be demonstrated when the President's Strategic Agenda 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.

- 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:

Compliance will be demonstrated when the budget aligns with the current year in the three-year financial plan.

- 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 partially interpreted prior year comparisons in 3.1 and partially interpreted separation of capital expenditures in 3.2. Compliance will be demonstrated by compliance with the lower-level policy items, 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 initiatives.
- b) Housing revenues are derived from prior year application analysis adjusted for current events.
- c) Property Tax revenue comes from property valuations and Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information shared from the MCCA and our lobbying firm.

- e) Contract training revenue, Potter Center Activity, miscellaneous revenue, Transfers Revenue are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions based on the sale of a meal plan being mandatory to live on campus.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster adjusted for labor agreement requirements and 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 facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the leadership council.
- m) The budget book includes planning assumptions.

This is reasonable because all budget items are derived in a way which is comparable to budget planning in other colleges of comparable size.

3.1 Omit prior year comparisons for departments.

INTERPETATION:

Compliance will be demonstrated when there is a presentation of prior year activity and new year budget for operational departments as part of the College's general fund.

This is reasonable because year-end and the new budget are standard way of presenting prior year comparisons.

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 policy 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 Provide less than the amount required to address critical deferred maintenance.

INTERPETATION:

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

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

INTERPETATION:

Facilities maintenance is part of the capital budget. Compliance will be demonstrated when the total amount of plant transfers budgeted, debt, and transfers at year end, are at least 4.5% of the budgeted operating revenues.

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

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.

4. Permit financial planning that omits credible three-year pro-forma trend of revenues and expenses.

INTERPETATION:

Compliance will be demonstrated when the budget book presentation includes a rolling three-year proforma that has alignment with the current year budget adjusted as the year's activities proceed.

5. Permit financial planning without a projected five-year facilities master plan.

INTERPETATION:

The five-year facilities master plan is developed in support of ENDS achievement and financed through debt and transfers from the general operating activities of the College. Compliance will be demonstrated when the five-year facilities master plan is used as a basis for determining priorities in a current year along with changing conditions and available funding.

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

INTERPRETATION:

Compliance 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.

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 ownership linkage

INTERPETATION:

Compliance will be demonstrated when the budget for the Board’s direct use is identified as a separate department in the budget and is approved by the Board as part of the adoption of the annual operating budget.

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

INTERPETATION:

Compliance will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

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 the building of organizational capacity sufficient to achieve ENDS in future years in policy items. Compliance will be demonstrated with compliance with those items, 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.

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:

- a) I interpret the 9 Leadership Council Members positions as key personnel which is reasonable because they cover all areas of the operation of the College. Compliance will be demonstrated when: Each Leadership Council Member has identified to the College President 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 counsel.

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

INTERPETATION:

I have partially interpreted sufficient organizational capacity in 10.2.1. Compliance with that policy as well as the following will demonstrate compliance with this policy.

- 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.

The interpretation is reasonable because it covers the two areas critical to continuity of the Presidents role; Operations of the College and support of the Board's assessment of organization performance

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 interpret as that "the assumption of the operation of the organization" includes the same authority and responsibility as the President.

Compliance will be demonstrated when:

- a) There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the President, for which each person is accountable during a temporary absence of the President of less than 6 months.
- b) When the two named successors, as determined by the President, 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 President Succession.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:

5.0 Items for Decision

5.2 Executive Limitations

5.2.3 Select Representatives to MCCA Board of Directors

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

Description:

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.

Currently, I am designated as the President-Director to the MCCA Board. Last year, Trustee Crist was appointed as the MCCA Trustee-Director, with Chairman Barnes serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director will need to be selected for this FY '23.

Enclosed you will find the memorandum from MCCA President Brandy Johnson, as well as the actual certification form.

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: May 17, 2022

SUBJECT: Certification of Appointments to the 2022-23 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 2022-2023 representatives to the MCCA Board of Directors. Please indicate and certify the names of the President Director, Trustee Director, and Alternate Trustee Director from your member college.

Please return a signed copy of the Certification Form to the MCCA office before July 15, 2022, so the composition of the 2022-2023 MCCA Board of Directors may be known before the July 2022 annual 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
2022-2023 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, 2022, and
ending June 30, 2023.

MCCA BOARD OF DIRECTORS REPRESENTATIVES

President/Chancellor Director _____
(Name)

Trustee Director _____
(Name) (Board Title)

Alternate Trustee Director _____
(Name) (Board Title)

Submitted by: _____
(Signature of Authorized Agent)

(Date)

Return this completed form by July 15, 2022 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 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.4 JPEC Charter Re-authorization <p style="text-align: right;">(<u>BOARD POLICY</u>: EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
Description:
<p>Pursuant to Part 6A of the Revised School Code, being Sections 380.501 to 380.507 of the Michigan Compiled Laws, the Jackson College Board of Trustees is to consider the approval of issuing a contract to Jackson Preparatory and Early College (JPEC), to be effective July 1, 2022, confirming the Academy's status as a public school academy in this State.</p> <p>The Contract to Charter a Public School Academy and related documents (found in the Resource Center of Diligent Boards) includes all required changes in accordance with the feedback from legal counsel for JPEC and Jackson College.</p> <p>I propose the Board consider re-authorizing JPEC's Charter 10 years.</p>
Resource Impact:
None
Requested Board Action:
Consideration of re-authorizing the charter for JPEC.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.5 Line of Credit Re-authorization (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
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:

BOARD RESOLUTION TO ESTABLISH SCHOOL DISTRICT 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 _____, within the boundaries of the Issuer, on the 13th day of June, 2022, at _____ o’clock in the ____m. (the “Meeting”).

The meeting was called to order by _____, Chairperson.

Present: Trustees

Absent: Trustees

The following preamble and resolution were offered by Trustee _____ 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 allocating of fees and charges required to be paid by students enrolling in the college 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 issued subject to the Revised Municipal Finance Act, Act 34, Public Acts of Michigan, 2001, as amended (the “Act”); and
4. Five percent (5%) of estimated fiscal year 2022-2023 operating expense is \$\$2,278,564; 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 obtaining bids through the distribution of a solicitation for bids.

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 authorizes the distribution of a solicitation for bids, without publication, to obtain bids under the terms specified herein.
2. This Board does hereby determine that it is in the best interest of the Issuer and its fiscal operation for the fiscal year 2022-2023 to obtain a line of credit to secure funds for college operations and/or to pay previous obligations incurred 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 either the administrative staff or the Board of Issuer, and shall issue its line of credit note obligation (the "Line of Credit") therefor. The Issuer hereby appropriates a sufficient amount of its 2022-2023 fees and charges paid by students enrolling in the College, which amount is expected to be \$ 24,936,000, of which \$ 48,114 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 in the College, 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. The pledge of full faith and credit 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 Act 34, Public Acts of Michigan, 2001, as amended. The Line of Credit shall not be considered 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, 2022, 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 the maximum interest rate percentage per annum permitted by law 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, 2023. In the discretion of the Issuer, principal payments on any Draw occurring before August 31, 2023, 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 as designated by the Issuer. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000 and any partial repayment of any Draw shall result in the remaining outstanding portion of such Draw being not less than \$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 the 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 or Chief Financial & Auxiliary Enterprise 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 Chief Financial & Auxiliary Enterprise Officer.

6. Based upon the determination of Paragraph 1 of this resolution, a member of either the administrative staff or the Board of the Issuer is authorized to arrange for the sale of such Line

of Credit without the taking of competitive bids thereon, provided that when competitive bids are solicited and more than one bid received, such Line of Credit shall be awarded to the lowest responsible bidder. A member of either the administrative staff or the Board of the Issuer is directed to execute a certificate accepting the interest rate and purchase price of the Line of Credit on behalf of the Issuer.

7. The Line of Credit and any related Draw shall be executed by the President and Chief Financial & Auxiliary Enterprise Officer of the College. In the absence of the President, the Board Chair of the College may sign in the place of the President, and in the absence of the Chief Financial & Auxiliary Enterprise Officer of the College, the Vice Chair of the Board may sign in place of the Chief Financial & Auxiliary Enterprise Officer.

8. The form of solicitation for bids shall be in substantially the form set forth and attached hereto as Exhibit C.

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

10. Within fifteen (15) business days after issuance of the Line of Credit, the Board hereby authorizes and directs the Chief Financial & Auxiliary Enterprise Officer to cause to be filed with the Department of Treasury any and all documentation required subsequent to the issuance of the Line of Credit and the payment of all related state fees from the general fund of the College. Further, within fifteen (15) business days after any Draw against or payment on the Line of Credit, the Board hereby directs the Chief Financial & Auxiliary Enterprise Officer to file with the Department of Treasury any information required by the Department of Treasury regarding the same.

11. The President, Chief Financial & Auxiliary Enterprise Officer, 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.

12. The financial consulting firm of PFM Financial Advisors LLC, is hereby appointed as financial consultants to the Issuer with reference to the issuance of the Line of Credit herein authorized.



13. 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 a regular meeting held on June 13, 2022, 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/cas



EXHIBIT A

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

<u>Rate</u>	<u>Maturity Date</u>	<u>Date of Original Issue</u>
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**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 “Obligation”), the Maximum Principal Amount specified above or so much of such sum as may be advanced from time to time by the Registered Owner to the Issuer in one or more draws (the “Draws”), payable on or before August 31, 2023, with interest thereon from the date of any advance until paid, on the first day of each month in which any or all of the Maximum Principal Amount remains outstanding, at the Rate specified above based on a 360-day year, 30-day month. In the discretion of the Issuer, principal payments on any Draw occurring before August 31, 2023 may be made in whole or in part. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000 and any partial repayment of any Draw shall result in the remaining outstanding portion of such Draw being not less than \$100,000.

Draws against this Obligation 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. Provided the Issuer is not in default under the terms of this Obligation or any of its related obligations, the Registered Owner shall permit Draws against this Obligation at any time and from time to time, prior to August 31, 2023, in such denominations as the Issuer shall request not less than the minimum denominations described herein, not to exceed in aggregate the Maximum Principal Amount of this Obligation less any amounts previously drawn and then outstanding against this Obligation. 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 Obligation and the Draws thereon 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 for the fiscal year ending June 30, 2023, or to pay previous obligations incurred for college operations under any statute. The Issuer has pledged for the payment of this Obligation and the Draws thereon monies to be received by it from fees and charges paid by students enrolling in the College. 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 in the College for any reason, this Obligation 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 Obligation and any Draws thereon shall not be considered indebtedness of the State of Michigan.

It is hereby certified and recited that all acts, conditions and things required by law, precedent to and in the issuance of this Obligation, 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 Obligation, does not exceed any constitutional or statutory limitation as of the date hereof.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Obligation to be signed in the name of the Issuer by its President and Chief Financial & Auxiliary Enterprise Officer, as of September 1, 2022.

Jackson College
State of Michigan

By _____
President

And _____
Chief Financial & Auxiliary Enterprise
Officer



EXHIBIT B

**UNITED STATES OF AMERICA
STATE OF MICHIGAN
JACKSON COLLEGE
DRAW No. ____ AGAINST 2022 LINE OF CREDIT NOTE**

Rate**Maturity Date
August 31, 2023****Date of Original Issue**

**REGISTERED OWNER:
PRINCIPAL AMOUNT:**

Pursuant and subject to the terms and conditions of the associated 2022 Line of Credit Note, dated _____ (the "Obligation") of Jackson College, State of Michigan (the "Issuer"), the Issuer does hereby draw against the Obligation (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, 2023, with interest thereon from the date specified above until paid, on the first day of each month in which any or all of the Principal Amount remains outstanding, at the Rate specified above based on a 360-day year, 30-day month. Payments of the Principal Amount made before August 31, 2023, may be made in whole or in part in the discretion of the Issuer. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000 and any partial repayment of any Draw shall result in the remaining outstanding portion of such Draw being not less than \$100,000.

In the event of one or more partial payments of the Principal Amount made before August 31, 2023, 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.

Neither this Draw nor the Obligation shall be considered indebtedness of the State of Michigan.

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 Obligation, 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 or statutory 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 & Auxiliary Enterprise Officer, as of _____.

Jackson College
State of Michigan

By _____
President

And _____
Chief Financial & Auxiliary
Enterprise Officer

EXHIBIT C

**SOLICITATION FOR BIDS
JACKSON COLLEGE
STATE OF MICHIGAN
NOT TO EXCEED \$10,000,000
LINE OF CREDIT NOTE**

SEALED UNCONDITIONAL AND FIRM BIDS for the purchase of not to exceed Ten Million Dollars (\$10,000,000) Line of Credit Note (the “Line of Credit”) will be received and tabulated at _____, Michigan _____, until ____ o’clock ____ .m., prevailing Eastern Time, on the ____ day of _____, 2022. Award of the Line of Credit will be made on behalf of Jackson College, Michigan (the “Issuer”) by an authorized officer of the Issuer on that date.

LINE OF CREDIT DETAILS; INTEREST RATE; PAYING AGENT AND PAYING AGENT FEES; AND DENOMINATION: The Line of Credit will be dated September 1, 2022, or date of delivery, outstanding Draws against the Line of Credit (“Draws”) shall be due not later than August 31, 2023; and outstanding Draws against the Line of Credit shall bear interest monthly, payable on the first day of each month in which any or all Draws against the Line of Credit remain outstanding at a rate not exceeding the maximum interest rate percentage per annum permitted by law, [which rate may be either variable or fixed, but not both], for the duration of the Line of Credit. Draws against the Line of Credit shall be available to the Issuer at any time prior to August 31, 2023. The Line of Credit shall be for the not-to-exceed amount stated above. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000 and any partial repayment of any Draw shall result in the remaining outstanding portion of such Draw being not less than \$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 the maximum principal amount of the Line of Credit.

NO OFFICIAL STATEMENT: The Issuer will not provide a Near Final or final Official Statement. Further, compliance with Rule 15c2-12 of the Securities and Exchange Commission regarding sale to limited numbers of sophisticated investors is the sole responsibility of the successful bidder.

PRIOR REDEMPTION: The Line of Credit shall be subject to the right of the Issuer to pay any Draw against the same in whole or in part, without penalty, at any time prior to maturity.

AWARD OF LINE OF CREDIT: For the purpose of awarding the sale of the Line of Credit, the total interest cost of each unconditional and firm bid will be computed on a 360-day year, 30-day month, by determining, at the rate specified therein as of the date of the award, the total dollar value of all interest on the outstanding Draws of the Line of Credit, assuming only for purposes of calculation of award that the full not-to-exceed amount is drawn by the Issuer on September 1, 2022, and repaid on August 31, 2023, adding thereto any discount and/or fees. [For purposes of award only, variable rate bids will be presumed to have the rate as calculated pursuant to the bid as of the date of the award for the duration of the Line of Credit.] The Line of Credit will be awarded to the bidder whose unconditional and firm bid on the above computation produces the lowest dollar interest cost to the Issuer. No proposal for the purchase of less than all the Line of Credit or at a price less than the total not-to-exceed par value will be considered. Any and all fees or charges of the bidder must be incorporated into the rate.

SECURITY: The Line of Credit is 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 applicable laws for the fiscal year ending June 30, 2023. The Issuer has pledged for the payment of the Line of Credit monies to be received by it from fees and charges paid by students enrolling in the College.

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 in the College for any reason, the Line of Credit is payable from tax levies within its constitutional, statutory, and charter limitations or from unencumbered funds of the Issuer. The pledge of full faith and credit 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 Act 34, Public Acts of Michigan, 2001, as amended. Neither the Obligation nor any related Draw shall be considered indebtedness of the State of Michigan.

LEGAL OPINION: Bids shall be conditioned upon the unqualified but limited opinion of Thrun Law Firm, P.C., attorneys of East Lansing, Michigan, which opinion will be furnished without expense to the purchaser prior to the delivery thereof, approving the legality and sufficiency of the Line of Credit. Further, the opinion may address only the initial draw (the “Initial Draw”) on the Line of Credit, but only if that Initial Draw is made on the date of closing on the Line of Credit.

TAX MATTERS: In the opinion of Issuer’s counsel, interest on the Line of Credit and any Draw is **NOT** excluded from gross income for federal income tax purposes. Further, the Draw and the interest thereon are subject to inheritance and estate taxes and taxes on gains realized from the sale, payment or other disposition thereof. The Issuer has **NOT** designated either the Line of Credit or the Draws as “Qualified Tax-Exempt Obligations” within the meaning of the Code.

CLOSING DOCUMENTS: Drafts of all closing documents, including the form of Line of Credit, Draw and legal opinion, may be requested from Thrun Law Firm, P.C. Final closing documents will be in substantially the same form as the drafts provided. Closing documents will not be modified at the request of a bidder, regardless of whether the bidder’s proposal is accepted.

DELIVERY OF LINE OF CREDIT: The Issuer shall furnish the Line of Credit ready for execution at its expense. The Line of Credit will be delivered without expense to the purchaser at a place located within the STATE OF MICHIGAN to be mutually agreed upon between the purchaser and the Issuer. Delivery can also be made in Chicago, Illinois or New York, New York, but at the EXPENSE of the PURCHASER. The usual closing documents, including a certificate that no litigation is pending affecting the issuance of the Line of Credit, will be delivered at the time of delivery of the Line of Credit. Accrued interest to the date of delivery of the Line of Credit, if any, shall be paid by the purchaser at the time of delivery.

Payment of Draws on the Line of Credit shall be made in such manner as to assure receipt of funds by the Issuer on the day of the Draw against the Line of Credit.

FURTHER INFORMATION may be obtained from PFM Financial Advisors LLC, 555 Briarwood Circle, Suite 333, Ann Arbor, Michigan 48108, telephone: (734) 994-9700.

BIDDER CERTIFICATION - NOT “IRAN-LINKED BUSINESS”: By submitting a bid, the bidder shall be deemed to have certified that it is not an “Iran-Linked Business” as defined in Act 517, Public Acts of Michigan, 2012; MCL 129.311, et seq.

THE RIGHT IS RESERVED TO REJECT ANY OR ALL BIDS.

ENVELOPES containing the bids should be plainly marked “Proposal for Jackson College Line of Credit”.

Darrell R. Norris
Chief Financial & Auxiliary Enterprise Officer
Jackson College

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 13, 2022
PLACE OF MEETING:	Jackson College, 2111 Emmons Rd., Jackson, MI 49201 George E. Potter Center, 2nd Fl., Boardroom (place and address)
HOUR OF MEETING:	6:30 o'clock, p.m.
TELEPHONE NUMBER OF PRINCIPAL OFFICE OF THE BOARD OF TRUSTEES:	517.787.0809
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: https://www.jccmi.edu/board-of-trustees/meetings (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 13, 2022

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>

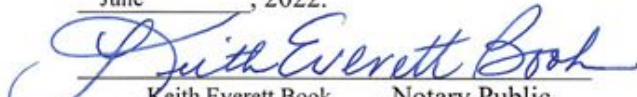


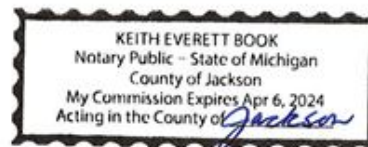
(Signature)

John M. Crist

(Print Name)

Subscribed and sworn to before me in Jackson County, Michigan, on the 9th day of June , 2022.


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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.2 Executive Limitations 5.2.6 Consideration of Millage Decision (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:
<p>Over the years we have had discussion about the possibility of pursuing a mileage, and this fiscal year has been no exception. Certainly there are many issues to consider.</p> <p>Given that the deadline for putting a millage request on the November election ballot is August 16, 2022 @ 4PM, and that we will not have another Board Meeting until August, I wanted to ensure that we had set aside time in the agenda for the Board to take action, should you have a collective interest in doing so.</p>
Resource Impact:
None
Requested Board Action:
Consideration of millage action decision.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 FY'23 Budget Proposal 5.3.1 Truth in Budgeting Public Hearing (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
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 PROPOSED 2022-2023 BUDGET**

PLEASE TAKE NOTICE that on June 13th, 2022 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 2022-2023 budget.

The Board may not adopt its proposed 2022-2023 budget until after the public hearing. A copy of the proposed 2022-2023 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#: 0010356815

Total

\$264.78

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 06/07/2022

Nancy Block

Principal Clerk of the Publisher

Sworn to and subscribed before me this 8th day of June 2022

Teasha R Payne

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 13, 2022



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

Subject to be Discussed and Policy Reference:	
5.0	Items for Decision
5.3	FY'23 Budget Proposal
5.3.2	Consideration of FY'23 Authorization to Levy
	(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:	
<p>Enclosed is a resolution to authorize the tax rate for Jackson College for the next fiscal year.</p> <p>Recall that the College's original millage, established in 1964, was 1.33 mills. Our new estimated rate for FY '23 is at 1.1327 mills, reduced from the previous year of 1.1351 due to Headlee provisions.</p> <p>Years of Headlee rollbacks now cost the college annually \$1,040,000 in lost local property tax revenues.</p>	
Resource Impact:	
None	
Requested Board Action:	
Consideration and approval of the Authorization to Levy a reduced tax rate as prescribed by Headlee.	
Action Taken:	



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees by resolution of June 13, 2021 proposes a total authorized levy of **1.1327** mills within the district for operating purposes for fiscal 2023; and

WHEREAS, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2022-23 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 2022-2023 from within its authorized millage rate; and

WHEREAS, the Jackson College Board of Trustees held a budget hearing on June 13, 2021 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 2022-2023, 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 13, 2021

Date

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 FY'23 Budget Proposal 5.3.3 Consideration of FY'23 Tuition and Fees (<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)
Description:
Per subsequent work, administration makes the following tuition recommendations as part of the FY '23 budget. <ul style="list-style-type: none"> • In-District tuition at \$176.00 (was \$168.00) a \$8.00 increase • Out-District at \$199.00 (was \$190.00) a \$9.00 increase (113% of in district) • Out-of-State/International at \$264.00 (was \$327.00) a \$63.00 decrease (150% of in district) <p>Student Service Fee will be \$50.00 for billing contact hour (was \$46.00)</p>
Resource Impact:
None
Requested Board Action:
Approval of proposed tuition and fees for FY'23.
Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
5.0 Items for Decision 5.3 FY'23 Budget Proposal 5.3.4 Consideration of FY'23 Budget <p style="text-align: right;">(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
Description:
<p>The FY'23 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'23 budget is predicated on achieving 100,000 billing contact hours, an increase from FY'22 levels which were projected at 83,800 but anticipate a finish of 96,000.</p>
Resource Impact:
None
Requested Board Action:
Consideration and approval of the FY'23 operating budget of \$45,571,283.
Action Taken:



Proposed
Annual Operating Budget
Fiscal Year 2022-2023



Jackson College
Proposed
Annual Operating Budget Book
Fiscal Year 2022 - 2023
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Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2022 - 2023
Major Assumptions

Revenues

- **Tuition** - In-district tuition at **\$176.00** (was \$168.00) a **\$8.00** increase. Out-District at **\$199.00** (was \$190.00) a **\$9.00** increase (113% of In-district), Out-of-State/International at **\$264.00** (was \$327.00) a **\$63.00** decrease (150% of In-district).

- **Student Service Fee** - will be **\$50.00** per billing contact hour. This fee was \$46.00 last year.

- **Online Course Fees** - reduced from FY 2022.

	<u>2022-2023</u>	<u>2021-2022</u>
1 BCH	\$ 40.00	\$ 60.00
2 BCH	60.00	90.00
3 BCH	80.00	119.00
3.5 BCH	90.00	133.00
4 BCH	100.00	149.00

- **Digital Textbook Fee** - will be **\$50.00** per course (was \$25.00 per billing contact hour). This fee supports delivery of required textbooks to all students. Students do have the option to opt out of

- **Dual Enrollment** - In-District **\$109.00** (was \$109.00) a **\$0.00** increase. Out-District **\$125.00** (was 125.00) a **\$0.00** increase.

- **Corrections Education Subscription Pricing** - 1-5 credits **\$862.00** (was \$812.00) a **\$50.00** increase, 6-8 credits **\$1,724.00** (was \$1,624.00) a **\$100.00** increase, 9-11 credits **\$2,586.00** (was \$2,436.00) a **\$150.00** increase, 12 credits **\$3,448.00** (was \$3,248.00) 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 **100,000** Billing (Contact) Hours. Fiscal Year 2022 budgeted Billing (Contact) Hours were 83,800, but anticipate finishing around 96,000 due to higher than expected enrollment.

- **Housing Rates** - unchanged from FY 2022.

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

- **Meal plan per meal price** - Students **\$11.00** (was \$10.00) a **\$1.00** increase. Employees **\$10.00** (was \$9.00) a **\$1.00** increase.

- **Contract Training** - estimated revenue of **\$35,000**.

Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2022 - 2023
Major Assumptions

- **Property Taxes** - Property taxed at a rate of **1.1327** Mills. The college's original operating millage is 1.33 and multiple Headlee rollbacks including 2022 have reduced our rate. These rollbacks cost the college annually \$1,040,000 in current local property tax revenue. This budget assumes a **\$287,000** increase in property tax revenue over FY 2022.
- **State Appropriations** - estimated at **\$13,428,600** a **\$516,300** increase from the actual FY 2022 appropriation of \$12,912,300. This assumes no personal property tax reimbursements.
- **HEERF Act Funding** - No HEERF funding has been assumed as a part of the budget.

Expenses

- **Staffing Numbers -**

	Full-Time	Part-Time	Total
Faculty	68	225	293
Administrator	37	1	38
Leadership Council	8	0	8
Staff	130	35	165
Grand Total	243	261	504

- **Wages and Merit Pay -**

- Staff Merit pay - **\$500** per staff member (was \$500), assumed **100%** will receive it.
- Administration Merit pay - **\$1,500** per administrator (was \$1,500), assumed **100%** will receive it.
- Faculty Merit pay - **\$1,500** per full-time Faculty (was \$1,500), assumed **100%** will receive it.
- Leadership Merit pay - **\$3,000** per Council member (\$3,000), assumed **100%** will receive it.
- All merit increase amounts are subject to contract negotiations/employee performance and these amounts are budget assumptions.

-

Retirement - Retirement and Social Security are estimated at an average per employee rate of **27%** which is the average retirement for all employees including 7.65% for Social Security/Medicare.

- **Benefits** - Fringe benefits reflect PA 7, of 2010 for hard cap for Administrators, Staff, and Faculty. This is estimated to be **19.5%** of wages.
- **Services - Staffing Agency** - Reflects a higher virtual class modality than ground based courses.
- **Transfers** - Includes Board mandated Major Maintenance "Set-Aside" transfer **4.5%** of the total budget included in transfers, reduced to **2.1%**. The current fiscal year we estimate we will transfer 7%.

Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2022 - 2023
Major Assumptions

- **Transfers, debt service** - Debt retirement and interest payments for all bonds equal **9.7%** of total budget.
- **Capital Equipment** - Includes Board mandated General fund budget amount of **3.5%** for instructional & computer equipment, reduced to **0.8%**. The current fiscal year we estimate we will spend 1%.

Jackson College
Tuition and Fee Revenue by Billing Type

Tuition Class	Combined BCH	Percentage of BCH	Tuition	Estimated	Course Fee	Estimated	Student	Estimated	Estimated
			Rate per BCH	Tuition Revenue	Blended Rate per BCH	Course Fee Revenue	Service Fee Rate per BHC	Student Service Fee Revenue	Total Revenue FY 2023
Dual Enrollment, Middle and Early College, Jackson County	12,000	12.00%	\$ 109.00	\$ 1,308,000	\$ 25.00	\$ 300,000	\$ 50.00	\$ 600,000	\$ 2,208,000
Dual Enrollment, Middle and Early College, Out of Jackson County	5,000	5.00%	\$ 125.00	\$ 625,000	\$ 25.00	\$ 125,000	\$ 50.00	\$ 250,000	\$ 1,000,000
Jackson County Resident, In-District	46,000	46.00%	\$ 176.00	\$ 8,096,000	\$ 25.00	\$ 1,150,000	\$ 50.00	\$ 2,300,000	\$ 11,546,000
Out of Jackson County	25,000	25.00%	\$ 199.00	\$ 4,975,000	\$ 25.00	\$ 625,000	\$ 50.00	\$ 1,250,000	\$ 6,850,000
Corrections Education Program	7,000	7.00%	\$ 240.00	\$ 1,680,000	\$ -	\$ -	\$ -	\$ -	\$ 1,680,000
Out of State and International	4,000	4.00%	\$ 264.00	\$ 1,056,000	\$ 25.00	\$ 100,000	\$ 50.00	\$ 200,000	\$ 1,356,000
Veterans	1,000	1.00%	\$ 176.00	\$ 176,000	\$ 25.00	\$ 25,000	\$ 50.00	\$ 50,000	\$ 251,000
Senior Citizens (65 and older)	-	0.00%	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	100,000	100.00%		\$ 17,916,000		\$ 2,325,000		\$ 4,650,000	\$ 24,891,000

Jackson College
Fiscal Year 2022 - 2023
Taxable Value and Millage Rates

Included in this section is the Jackson College 2022 property tax millage revenue calculation.

Property Tax Calculation:

2021 Taxable Valuation as of April 2021	\$ 4,993,618,197
2022 Taxable Valuation as of April 2022	\$ 5,275,284,705
Tax rate (headlee factor .9966)	1.1327
Estimated property tax revenue	\$ 5,975,000
Uncollectible rate - 7%	\$ (418,000)
Net property tax revenue	\$ 5,557,000
Current year collections	\$ 5,557,000
Prior year adjustments	\$ (25,000)
Prior year delinquent collections	\$ 55,000
Fiscal year 2022-2023 estimated property tax revenue	\$ 5,587,000

Historical Taxable Value and Millage Rates

Fiscal Year	Taxable Value	Millage Rate
FY 2022-2023	\$ 5,275,284,705	1.1327
FY 2021-2022	4,993,618,197	1.1351
FY 2020 - 2021	4,833,228,277	1.1390
FY 2019 - 2020	4,658,811,585	1.1431
FY 2018 - 2019	4,474,927,017	1.1446
FY 2017 - 2018	4,346,983,948	1.1446
FY 2016 - 2017	4,262,060,205	1.1446

Jackson College Board of Trustees Meeting - Items for Decision

Jackson College
Fiscal Year 2022 - 2027
Facilities Plan

Building	Projects	Tax Exempt Bond Proceeds	HEERF Funds	Foundation Donation Support	Deferred Maintenance and Life Safety	Major Maintenance Funds	Future Operations Funds	Two Months Operating Expense
	6/30/2021 General Fund	-	-	-	-	-	703,784	-
	6/30/2021 Designated Fund	-	-	-	-	-	12,636,486	-
	2/28/2022 Building & Site Fund	-	-	-	704,233	3,136,640	-	-
Actual balances as of 01/31/2022		-	-	\$ -	\$ 704,233	\$ 3,136,640	\$ 13,340,270	\$ 7,296,581
Fiscal Year 2021-22								
Various	Misc. Building and Site Repairs	-	-	-	-	(100,000)	-	-
Central Campus	Beltway Signage	-	-	-	-	(75,000)	-	-
Central Campus	Astronomy Observatory	-	-	-	-	(200,000)	-	-
Central Campus	CV4 Family Playground	-	-	-	-	(18,000)	-	-
Central Campus	Campus View 1 Siding replacement	-	-	-	-	(70,000)	-	-
Central Campus	STEAM Factory - Auto Building	-	-	-	-	(500,000)	-	-
	Planned 6/30/2022 Transfer	-	-	-	1,400,000	1,000,000	-	-
Projected Balance 6/30/2022		-	-	\$ -	\$ 2,104,233	\$ 3,173,640	\$ 13,340,270	\$ 7,296,581
Fiscal Year 2022-23								
Central Campus	Misc. Building and Site Repairs	-	-	-	-	(100,000)	-	-
Central Campus	Air Supported Structure - Auxiliary Gymnasium	-	(1,300,000)	-	-	(3,700,000)	-	-
Central Campus	Astronomy Observatory	-	-	-	-	(470,000)	-	-
Central Campus	Roof Repairs	-	-	-	-	(500,000)	-	-
Central Campus	Athletic Field Phase 2	-	-	-	-	(1,250,000)	-	-
Central Campus	STEAM Factory - Auto Building	-	-	-	-	(500,000)	-	-
	Planned 6/30/2023 Transfer	-	1,300,000	-	-	1,000,000	-	-
Projected Balance 6/30/2023		-	-	\$ -	\$ 2,104,233	\$ (2,346,360)	\$ 13,340,270	\$ 7,595,296
Fiscal Year 2023-24								
Central Campus	Roof Repairs	-	-	-	-	(500,000)	-	-
Central Campus	North/South Beltway & Parking Lots at EIC & Fieldhouse	-	-	-	-	(1,250,000)	-	-
Various	Misc. Building and Site Repairs	-	-	-	-	(100,000)	-	-
	Planned 6/30/2024 Transfer	-	-	-	-	1,000,000	-	-
Projected Balance 6/30/2024		-	-	\$ -	\$ 2,104,233	\$ (3,196,360)	\$ 13,340,270	\$ 7,695,296
Fiscal Year 2024-25								
Central Campus	Courtyard Improvements	-	-	-	-	(1,000,000)	-	-
Central Campus	McDivitt Hall Capital Outlay Project (\$45M)	22,500,000	22,500,000	-	-	-	-	-
Central Campus	McDivitt Hall Capital Outlay Project (\$45M)	(22,500,000)	(22,500,000)	-	-	-	-	-
Central Campus	Dinner Theatre / Michael Bauhman	-	-	-	-	(2,000,000)	-	-
Central Campus	Roof Repairs	-	-	-	-	(500,000)	-	-
Various	Misc. Building and Site Repairs	-	-	-	-	(150,000)	-	-
	Planned 6/30/2025 Transfer	-	-	-	-	1,000,000	-	-
Projected Balance 6/30/2025		-	-	\$ -	\$ 2,104,233	\$ (5,846,360)	\$ 13,340,270	\$ 7,795,296
Fiscal Year 2025-26								
Central Campus	Courtyard Improvements	-	-	-	-	(1,000,000)	-	-
Central Campus	Campus View 5	-	-	-	-	(10,000,000)	-	-
Various	Misc. Building and Site Repairs	-	-	-	-	(100,000)	-	-
	Planned 6/30/2026 Transfer	-	-	-	-	1,000,000	-	-
Projected Balance 6/30/2026		-	-	\$ -	\$ 2,104,233	\$ (15,946,360)	\$ 13,340,270	\$ 7,895,296
Fiscal Year 2026-27								
Central Campus	Courtyard Improvements	-	-	-	-	(1,000,000)	-	-
Various	Misc. Building and Site Repairs	-	-	-	-	(100,000)	-	-
Central Campus	Roof Repairs	-	-	-	-	(300,000)	-	-
	Planned 6/30/2027 Transfer	-	-	-	-	1,000,000	-	-
Projected Balance 6/30/2027		-	-	\$ -	\$ 2,104,233	\$ (16,346,360)	\$ 13,340,270	\$ 7,995,296

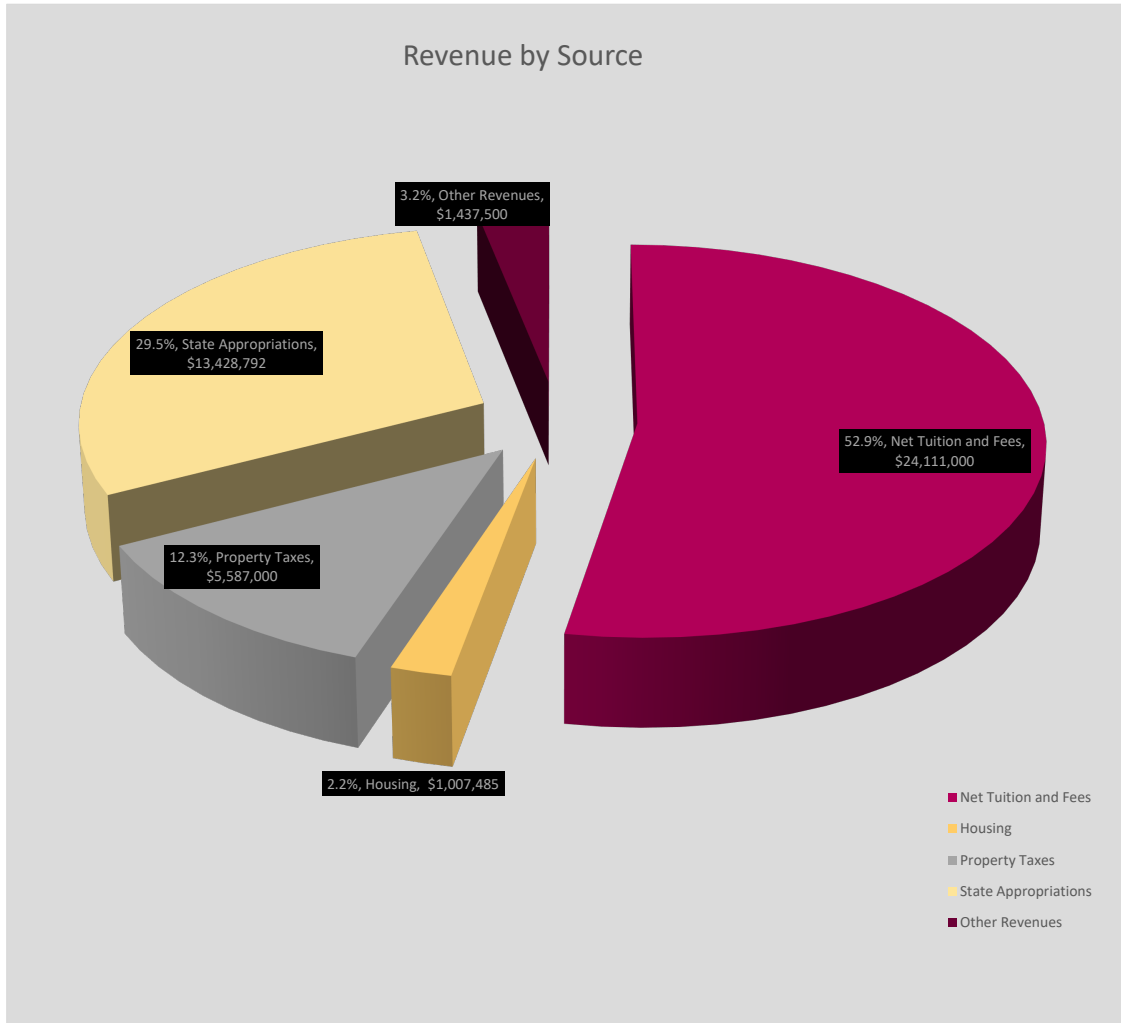
Note: Projects are advanced based upon available funding.

Jackson College
Fiscal Year 2022 - 2026
3 Year Projection Model

	FY 2022 Approved Budget	Projected FY 2022	Forecasted Fiscal Year 2022-2023	Forecasted Fiscal Year 2023-2024	Forecasted Fiscal Year 2024-2025	Forecasted Fiscal Year 2025-2026		
Revenue								
Gross tuition and fees	\$ 21,433,000	\$ 22,433,000	\$ 24,936,000	\$ 25,684,080	\$ 26,454,602	\$ 27,248,240		
Less Institutional Scholarships	(800,000)	(800,000)	(825,000)	(825,000)	(825,000)	(825,000)		
Net tuition and fees	20,633,000	21,633,000	24,111,000	24,859,080	25,629,602	26,423,240		
Housing	1,400,000	700,000	1,007,485	1,500,000	2,000,000	2,000,000		
Property taxes	5,300,000	5,300,000	5,587,000	5,687,000	5,737,000	5,787,000		
State appropriations	12,735,720	13,256,600	13,428,792	13,563,080	13,698,711	13,835,698		
Contract training	4,000	75,000	35,000	70,000	100,000	100,000		
Potter Center activities	200,000	200,000	200,000	300,000	350,000	400,000		
Hospitality services	750,000	400,000	660,000	675,000	685,000	695,000		
Miscellaneous	450,000	250,000	260,000	260,000	260,000	260,000		
Transfers	7,500	20,000	282,500	7,500	7,500	7,500		
Transfers - Federal grant funds	-	1,945,606	-	-	-	-		
Total revenues	41,480,220	43,780,206	45,571,777	46,921,660	48,467,813	49,508,438	5.5%	2.1%
Expenses								
Wages	16,496,606	15,996,606	17,372,278	18,240,892	19,152,936	20,110,583		
Retirement	4,439,364	4,339,364	4,618,089	4,925,041	5,171,293	5,429,857		
Benefits	2,934,720	3,034,720	3,347,900	3,556,974	3,734,823	3,921,564		
Services - Staffing Agency	3,697,700	3,697,700	3,670,400	3,780,512	3,818,317	3,856,500		
Services	2,545,525	2,545,525	4,076,026	4,198,307	4,324,256	4,453,984		
Materials	1,994,765	1,994,765	2,039,015	2,059,405	2,079,999	2,100,799		
Rent, utilities, insurance	1,708,000	1,708,000	1,751,400	1,768,914	1,786,603	1,804,469		
Other operating costs	3,155,000	2,880,000	2,893,235	2,922,167	2,951,389	2,980,903		
Transfers	64,926	1,037,874	987,895	987,895	366,371	-		
Transfers-deferred maintenance	-	2,006,973	-	624,058	1,249,332	1,016,186		
Transfers-debt service	4,087,895	4,087,960	4,460,045	3,457,495	3,432,494	3,433,594	9.9%	6.9%
Transfers-Jets Store	-	250,000	-	-	-	-		
Capital equipment	355,000	200,000	355,000	400,000	400,000	400,000		
Total expenses	41,479,501	43,779,487	45,571,283	46,921,660	48,467,813	49,508,438	5.5%	2.1%
Income over (under) expenses	\$ 719	\$ 719	\$ 494	\$ -	\$ -	\$ -		

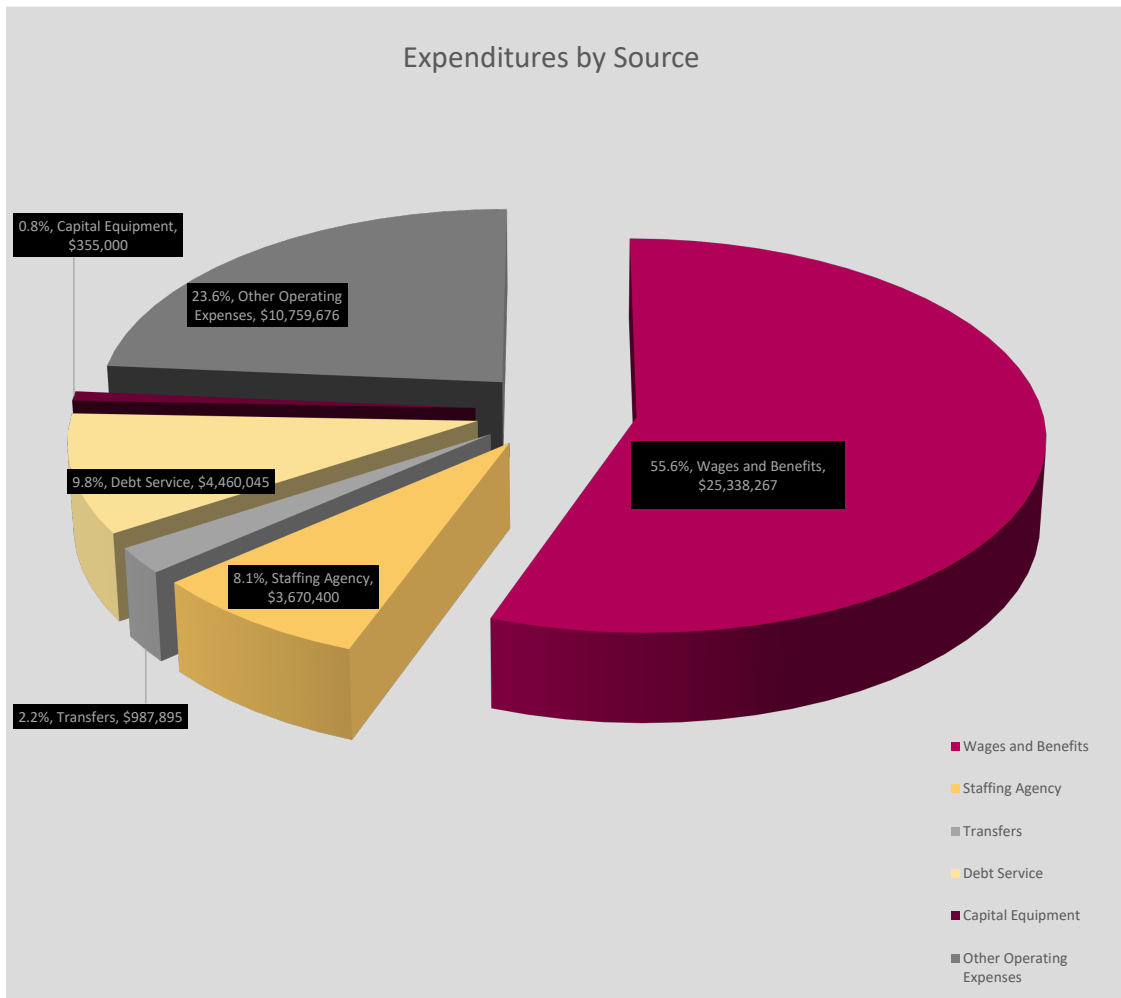
Jackson College
General Fund Revenue
Fiscal Year 2023 Proposed Budget

\$45,571,777



Jackson College
General Fund Expenditures
Fiscal Year 2023 Proposed Budget

\$45,571,283



Jackson College
General Fund - FY 2023
Proposed Budget

	Fiscal Year 2022 Approved Budget	Fiscal Year 2023 Proposed Budget	Fiscal Year 2023 Draft Budget Compared to Fiscal Year 2022 Approved Budget
Revenue			
Gross tuition and fees	\$ 21,433,000	\$ 24,936,000	\$ 3,503,000
Less Institutional Scholarships	(800,000)	(825,000)	25,000
Net tuition and fees	20,633,000	24,111,000	3,528,000
Housing	1,400,000	1,007,485	(392,515)
Property taxes	5,300,000	5,587,000	287,000
State appropriations	12,735,720	13,428,792	693,072
Contract training	4,000	35,000	31,000
Potter Center activities	200,000	200,000	-
Hospitality services	750,000	660,000	(90,000)
Miscellaneous	450,000	260,000	(190,000)
Transfers	7,500	282,500	275,000
Total revenues	41,480,220	45,571,777	4,141,557
Expenses			
Wages	16,496,606	17,372,278	875,672
Retirement	4,439,364	4,618,089	178,725
Benefits	2,934,720	3,347,900	413,180
Services - Staffing Agency	3,697,700	3,670,400	(27,300)
Services	2,545,525	4,076,026	1,530,501
Materials	1,994,765	2,039,015	44,250
Rent, utilities, insurance	1,708,000	1,751,400	43,400
Other operating costs	3,155,000	2,893,235	(261,765)
Transfers	64,926	987,895	922,969
Transfers-debt service	4,087,895	4,460,045	372,150
Capital equipment	355,000	355,000	-
Total expenses	41,479,501	45,571,283	4,091,782
Income over (under) expenses	\$ 719	\$ 494	\$ 49,775

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:
6.0 Consent / Required Approval Agenda 6.1 Board Consideration of Fall Planning Session Date (<u>BOARD POLICY</u>: GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda)
Description:
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. October 3 and 17 options have been newly added. <ul style="list-style-type: none"> • Friday, September 23 (8am-12pm or 1-5pm) • Tuesday, September 27 (8am-12pm or 1-5pm) • Monday, October 3 (8am-12pm or 1-5pm) • Monday, October 17 (8am-12pm or 1-5pm) • Tuesday, November 1 (8am-12pm or 1-5pm) • Thursday, November 3 (8am-12pm or 1-5pm)
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 13, 2022

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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.1 Regularly Scheduled CEO Performance Monitoring

7.1.1 2022 Monitoring: EL-03 Planning

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

Enclosed for your review is the 2022 Monitoring Report for EL-03 Planning. You will note that my report indicates full compliance according to my interpretations.

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:



Jackson College Board of Trustees

Monitoring Report: EL – 03 Planning

Report Date: 06.13.22

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Executive Limitations Policy: "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.

06.13.22

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

Date

POLICY STATEMENT:

The President 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 President 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 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:

Compliance will be demonstrated when the President's Strategic Agenda 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.

EVIDENCE:

A review of the Strategic Agenda on 03.31.22 confirms the operational activity in each respective Leadership Council Members area of responsibility is clearly aligned to each of the ENDS policies.

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:

Compliance will be demonstrated when the budget aligns with the current year in the three-year financial plan.

EVIDENCE:

This three-year pro-forma is provided to the Board, as evidenced in t at the Regular Board Meeting budget documents of 06.13.22.

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 partially interpreted prior year comparisons in 3.1 and partially interpreted separation of capital expenditures in 3.2. Compliance will be demonstrated by compliance with the lower-level policy items, 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 initiatives.
- b) Housing revenues are derived from prior year application analysis adjusted for current events.
- c) Property Tax revenue comes from property valuations and Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information shared from the MCCA and our lobbying firm.

- e) Contract training revenue, Potter Center Activity, miscellaneous revenue, Transfers Revenue are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions based on the sale of a meal plan being mandatory to live on campus.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster adjusted for labor agreement requirements and 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 facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the leadership council.
- m) The budget book includes planning assumptions.

This is reasonable because all budget items are derived in a way which is comparable to budget planning in other colleges of comparable size.

EVIDENCE

Revenue:	Budget Book Location
Tuition & Fees	pg7-9
Housing	pg3-5
Property Taxes	Pg 11
State Appropriations	pg 3-5
Contract Training	pg 3-5
Hospitality Services	pg 3-5
Expenses:	
Wages, Retirement & Benefits	pg 3-5
Services - Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other Operating	pg 3-5
Transfer - Debt Service	pg 3-5
Capital Equipment and Transfers	pg 3-5
Facilities Plan for Capital Expenditures	pg 15
Planning Assumptions	pg 3-5

3.1 Omit prior year comparisons for departments.

INTERPETATION:

Compliance will be demonstrated when there is a presentation of prior year activity and new year budget for operational departments as part of the College's general fund.

This is reasonable because year-end and the new budget are standard way of presenting prior year comparisons.

EVIDENCE:

A review of the current budget by the CFO on 03.31.22 shows that pages 20-35 include a prior year comparison.

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 policy 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 Provide less than the amount required to address critical deferred maintenance.

INTERPETATION:

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

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

INTERPETATION:

Facilities maintenance is part of the capital budget. Compliance will be demonstrated when the total amount of plant transfers budgeted, debt, and transfers at year end, are at least 4.5% of the budgeted operating revenues.

EVIDENCE:

In the most recent budget, 0.16% of the operating budget was budgeted for plant transfer. The current operating budget has a debt service requirement of 10.0% which would aid in compliance with the 4.5%. the debt service is derived from the building and renovation of College facilities.

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.

EVIDENCE:

In the most recent budget, 0.9% of the operating budget was budgeted for capital equipment. The current operating budget has a debt service requirement of 10.0% which would aid in compliance with the 3.5%.

4. Permit financial planning that omits credible three-year pro-forma trend of revenues and expenses.

INTERPETATION:

Compliance will be demonstrated when the budget book presentation includes a rolling three-year proforma that has alignment with the current year budget adjusted as the year's activities proceed.

EVIDENCE:

This three-year pro-forma is provided to the Board, as evidenced in the Regular Board Meeting budget documents of 06.14.21.

5. Permit financial planning without a projected five-year facilities master plan.

INTERPETATION:

The five-year facilities master plan is developed in support of ENDS achievement and financed through debt and transfers from the general operating activities of the College. Compliance will be demonstrated when the five-year facilities master plan is used as a basis for determining priorities in a current year along with changing conditions and available funding.

EVIDENCE:

A review of the prior year completed projects listing confirms the projects were in the five-year master plan.

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

INTERPRETATION:

Compliance 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.

EVIDENCE

- a) A review of the cashflow statement on 03.31.22 by the CFO confirms payroll is forecasted using the wages and benefits budgeted for the year.
- b) A review of board minutes for this reporting periods ending 6/30/2021 would show board approval for use of any restricted or designated funds planned for use in the budget.
- c) The board approved budget projects a balanced budget.

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 ownership linkage

INTERPETATION:

Compliance will be demonstrated when the budget for the Board’s direct use is identified as a separate department in the budget and is approved by the Board as part of the adoption of the annual operating budget.

EVIDENCE:

A review of the current budget, approved by the Board on 06.21.21 confirms that \$278,500 have been allocated for Board activities.

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

INTERPETATION:

Compliance will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

EVIDENCE:

A review of the current budget confirms the projected year end income is \$719.

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 the building of organizational capacity sufficient to achieve ENDS in future years in policy items. Compliance will be demonstrated with compliance with those items, 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.

EVIDENCE:

- a) A review of the current three-year pro-forma includes the cost increase associated with the current labor agreements.
- b) A review of the three-year pro-forma confirms the cost of debt service is 9.9% in FY '22, 9.8.% in FY '23, 7.4% in FY '24, 7.1% in FY '25 and 7.0% in FY'26 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:

- a) I interpret the 9 Leadership Council Members positions as key personnel which is reasonable because they cover all areas of the operation of the College. Compliance will be demonstrated when: Each Leadership Council Member has identified to the College President 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 counsel.

EVIDENCE:

- a) Each Leadership Council Member confirmed on 2/24/2022 that they have an identified interim Successor to the President.
- b) Each Leadership Council Member confirmed on 2/24/2022 that they provide information to named successor about the current college operations and provide opportunity for them to fill positional responsibilities from time to time.
- c) Each named Successor confirmed on 2/24/2022 that they are aware of their opportunity and how to access current operations of the College.

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

INTERPETATION:

I have partially interpreted sufficient organizational capacity in 10.2.1. Compliance with that policy as well as the following will demonstrate compliance with this policy.

- 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.

The interpretation is reasonable because it covers the two areas critical to continuity of the Presidents role; Operations of the College and support of the Board's assessment of organization performance

EVIDENCE:

- a) A random sampling of the Leadership Council Meeting Minutes for the past year confirms there is a discussion of current operations in every meeting.
- b) Over the past year contributions to the monitoring reports has been made by 4 of 9 members.

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 interpret as that "the assumption of the operation of the organization" includes the same authority and responsibility as the

President. Compliance will be demonstrated when:

- a) There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the President, for which each person is accountable during a temporary absence of the President of less than 6 months.
- b) When the two named successors, as determined by the President, 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 President Succession.

EVIDENCE:

- a) A review of administrative policies on 2/24/2022 confirmed that there is a documented succession plan.
- b) The President confirms that he has shared the two named successors with the Board of Trustees at their Fall 2021 Planning Session.
- c) The Chief Legal, Talent, Equity & Administrative Officer and Chief Academic & Student Services Officer confirmed on 2/24/2022 that they are aware they are named successors.
- d) A review of minutes confirmed the named successors present at the board meetings.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:

7.0 Monitoring CEO Performance

7.2 CEO Compliance Review

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

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

I would like to discuss the frequency of these reports once all have been considered by the board on at least one occasion. The summer retreat may be a good opportunity for doing so, unless you wish to do so at this point on the agenda.

I look forward to addressing any questions you may have.

Resource Impact:

None

Requested Board Action:

Discussion surrounding the President's compliance review.

Action Taken:



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
E – 01 Board Ends	11.8.21 – Partially Compliant 2.14.22 – Fully Compliant	Yes	n/a`	n/a	n/a	n/a	Compliant 2.14.22
EL – 00 General Executive Constraint	To be first monitored 6.13.22, with a follow-up 9.12.22		As this is the first review of the policy, only the interpretations are available for review. Evidence will need to be collected for review on 9.12.22.			No capacity for monitoring as scheduled in September 2021.	
EL – 01 Treatment of Students	10.12.20	Yes	n/a	n/a	n/a	n/a	Compliant 10.12.20
EL – 02 Treatment of Staff	4.11.22, - Fully Compliant Potential follow-up 9.12.22	Yes	n/a	n/a	n/a	n/a	Compliant 4.11.22
EL – 03 Planning	9.13.21 6.13.22	Yes	n/a	n/a	n/a	n/a	Compliant 9.13.21



President/CEO Monitoring Report Compliance

Jackson College

EL – 04 Financial Conditions & Activities	11.9.20 – Partially compliant 1.11.21 – Fully compliant	No Partial	Item 6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.	120 days	We received word from the state on 1/7/21 that they will be refunding us for our fine.		Compliant 1.11.21
EL – 05 Asset Protection	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 06 Investments	5.9.22	Yes	n/a	n/a	n/a	n/a	Compliant 5.9.22
EL – 07 Compensation and Benefits	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 08 Communication & Support to the Board	11.9.20	Yes	n/a	n/a	n/a	n/a	Compliant 11.9.20
EL – 09 Organization Culture	1.10.22 (Mtg. cancelled) 2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22
EL – 10 Access to Education	2.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 2.14.22



President/CEO Monitoring Report Compliance

Jackson College

EL – 11 Entrepreneurial Activity	3.14.22	Yes	n/a	n/a	n/a	n/a	Compliant 3.14.22
EL – 12 Land Use	4.11.22 – Partially Compliant	No Partial	Item 1: A master plan begun, and will be updated following the installation of the Space Observatory, but is anticipated to begin in FY '23, post- pandemic.	FY'23		Installation of the Space Observatory not anticipated to begin until FY '23, post- pandemic.	Partially Compliant 4.11.22

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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

Subject to be Discussed and Policy Reference:

8.0 Monitoring Board Performance

8.1 Board Self-Monitoring Survey Results: GP-09 Board Code of Conduct

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

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:



Jackson College Board of Trustees

BOARD SELF-MONITORING SURVEY RESULTS: GP-09 Board Code of Conduct DATE: 06.13.22

1. *Number of Response: 7*
2. *Policy opening 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 to treat one another, the President, College employees, citizens of Jackson County, students, and parents with respect, co-operation and a willingness to deal openly on all matters.

Have we acted consistently with this item of policy?

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



3. Provide specific representative examples to support your above response when applicable.
 - *"I have never witnessed a time when the board wasn't congenial and respectful of one another."*
 - *"In my short time here I have seen nothing that contradicts this policy."*
4. *Item 1:*

Trustees must have loyalty to the Ownership that supersedes any loyalties to the President, College employees, other organizations or any personal interest as a consumer.

Have we acted consistently with this item of policy?



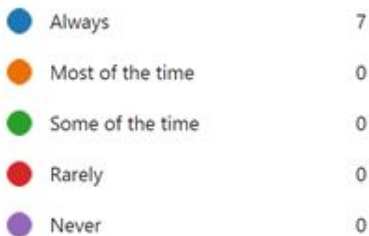
5. Provide specific representative examples to support your above response when applicable.

- *“The board exemplifies the very best of JC values.”*

6. **Item 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.

Have we acted consistently with this item of policy?



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

- *No Comments*

8. **Item 3**

Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.

Have we acted consistently with this item of policy?



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

- *“Adding a declaration at each meeting that no new conflicts are present with respect to the business in the agenda helps us stay on track.”*

10. **Item 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.

Have we acted consistently with this item of policy?



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

- *“Again, the board leads by an ethical example of personal and professional business.”*

12. **Item 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.

Have we acted consistently with this item of policy?

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



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

- *No comments*

14. **Item 3.3:**

Trustees will not use their Board position to obtain employment with, or furnish services or goods to the College for themselves, family members, or associates. Should a Trustee apply for employment, she/he must first resign from the Board.

Have we acted consistently with this item of policy?

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



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

- *No comments*

16. **Item 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.

Have we acted consistently with this item of policy?



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

- *No comments*

18. **Item 5**

Trustees shall not attempt to exercise individual authority over the organization or the President.

Have we acted consistently with this item of policy?



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

- *No comments*

20. **Item 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.

Have we acted consistently with this item of policy?



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

- *No Comments*

22. **Item 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. Trustees shall only report actual Board policy decisions when interacting with the press or the public.

Have we acted consistently with this item of policy?



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

- *"If asked my opinion by the media I will answer their questions unless the Board has asked someone else to at which time I would ask the reporter to speak to the Chair first."*

24. **Item 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.

Have we acted consistently with this item of policy?



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

- *No Comments*

26. **Item 7:**

Trustees will be properly prepared for Board deliberation.

Have we acted consistently with this item of policy?



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

- *"I can't speak for the others but I always try to be prepared for the meetings."*

28. **Item 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.

Have we acted consistently with this item of policy?



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

- *No comments*

30. **Item 9:**

Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.

Have we acted consistently with this item of policy?



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

- *"We're 100% on that during my time."*

32. **Item 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.

Have we acted consistently with this item of policy?



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

- *“Not all Trustees take part in educational activities which include but not limited to state, regional and/or national. Furthermore, not all Trustees attend JC sponsored events, we should be attending.”*

34. **Item 11:**

Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.

Have we acted consistently with this item of policy?



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

- *“We lead by example.”*

36. **Item 12:**

Trustees who are found to have violated the Code of Conduct are subject to reprimand.

Have we acted consistently with this item of policy?



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

- *"We hold ourselves to a high enough standard that I've never observed a board reprimand."*
- *"Never encountered this issue so I am not sure Always is the correct answer."*

38. Other Board Comments:

- *"I serve on 6 boards and this is by far the best I've had the opportunity to serve on!"*
- *"It is a pleasure to serve on the Jackson College Board of Trustees!"*
- *"My mark of ALWAYS is what I have viewed my first month and some past knowledge."*

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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>9.1 Annual ACCT Congress and the MCCA Summer Institute</p> <p>(<u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board)</p>
<p>This time has been set aside for the Board to consider preparations for their in person attendance at the MCCA Summer Institute https://www.mcca.org/uploads/events/MCCA%20Summer%20Conference%20Week%20at%20a%20Glance.pdf), in Traverse City, July 27-29, 2022.</p> <p>As well as to discuss in person attendance at the ACCT 2022 Leadership Congress (https://www.congress.acct.org), in New York City, October 26-29, 2022.</p>
Resource Impact:
None
Requested Board Action:
Consider preparations and confirm attendance at both the MCCA Summer Institute and the ACCT 2022 Leadership Congress.
Action Taken:



The Time is Now:

Seizing Michigan's Moment

Grand Traverse Resort
Traverse City

Calendar of Events for July 27 through 29, 2022

*** Please note that registration is needed ***
Business Casual Attire

WEDNESDAY, JULY 27, 2022

DEEP DIVE: POLITICS & POLICY

(Registration Required)

When: 11:00 a.m. – 12:00 p.m. Registration
12:00 p.m. to 3:30 p.m. Meeting

Where: Tower Ballroom

Lunch Included

Who Should Attend: All Conference Attendees

MCCA LEADERSHIP ACADEMY WELCOME

(Registration Required)

When: 11:00 a.m. – 12:00 p.m.
Where: Peninsula Ballroom A

RECEPTION

When: 3:30 p.m. to 4:30 p.m.

Where: Tower Ballroom pre-function area

Light Snacks Included

Who Should Attend: All Conference Attendees

Dinner on your own

THURSDAY, JULY 28, 2022

MCCA CONFERENCE

(Registration Required)

When: 8:00 a.m. Registration
8:30 a.m. to 3:30 p.m. Sessions

Where: Michigan Ballroom

Breakfast & Lunch Included

Who Should Attend: All Conference Attendees

RECEPTION & AWARDS DINNER LEADERSHIP ACADEMY GRADUATION

(Registration Required)

When: 5:30 p.m. Cocktails – Pavillion
6:30 p.m. Dinner followed by
Awards & Graduation

Where: Michigan Ballroom

Who Should Attend: All Conference Attendees & Guests

FRIDAY, JULY 29, 2022

STATE OF THE ASSOCIATION & STRATEGIC PLAN PRESENTATION

(Registration Required)

When: 8:30 a.m. – 10:30 a.m.

Where: Michigan Ballroom

Breakfast Provided

Lunch on your own

**Who Should Attend: All Presidents, Chancellors,
and Trustees**

MCCA BOARD OF DIRECTORS MEETING

(Registration Required)

When: 11:00 a.m. – 1:00 pm

Where: Peninsula Ballroom

Lunch Included

Who Should Attend: MCCA Board Members Only

MICHIGAN COMMUNITY
COLLEGE ASSOCIATION

www.mcca.org



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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>9.2 Next Board Meeting Topics – August 8, 2022</p> <p>(<u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda)</p>
<p>This time has been set aside to help the Board anticipate topics for the next regular Board meeting (August 8th, 2022). Below are currently anticipated topics:</p> <ul style="list-style-type: none"> • Review Board Bylaws • Policy Review & 2022 Monitoring: E-01 Ends • Discuss Preparations for the August 12th Board Summer Retreat <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 13, 2022



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

Subject to be Discussed and Policy Reference:

10.0 Self-Evaluation of Governance Process & Board Performance at this Meeting
 10.1 Principles of Policy Governance
 (**BOARD POLICY:** GOVERNANCE PROCESS: GP-01 Governing Style)

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

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

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

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 13, 2022



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)
<p>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.</p>
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 13, 2022

TO: Jackson College Board of Trustees

FROM: Dr. Daniel J. Phelan, President & CEO

Subject to be Discussed and Policy Reference:

12.0 Adjourn

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

Board action is required to adjourn the meeting.

Resource Impact:

None

Requested Board Action:

Meeting Adjournment

Action Taken: