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**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.1 EL-03 Planning – Policy Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-03 Planning

**Description:**

Enclosed for its regularly scheduled review is policy EL-03. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are recommending changes for your consideration.

The enclosed version tracks the recommended changes.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of amendments to policy EL-03 Planning.

**Action Taken:**



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Planning

**Policy Number:** EL 03

**Date Adopted:** 11.11.19

**Version:** 3.0

**Date Last Reviewed:** 05.13.24

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairwoman Patterson,  
Trustee Hoffman,  
Trustee Mackey

### EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board's ENDS.

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

1. Permit budget planning or College operations without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.
  - 1.1 Permit financial planning without a projected multi-year (no less than five years) facilities master plan.
2. 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.
  - 2.1. 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.
    - 2.1.1 Unless otherwise approved by the Board, provide less than the amount required to address critical deferred maintenance.
      - 2.1.1.1 Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.
      - 2.1.1.2 Less than 3.5% allocated for technology and institutional equipment.

**Commented [KB1]:** From Trustee Heins: It might be desirable to increase the set-aside for technology because of the increasing speed at which the technology is changing and the need to maintain technology on campus so we do not fall behind. A decision would need further research, such as how it would impact the budget as a whole or how it would impact tuition rates.

3. 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 meetings.
4. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.
5. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.
  - 5.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
  - 5.2. Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.
    - 5.2.1. Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.

Date Of Change	Version	Description of Change	Reviewing Trustees
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.13.21	2.0	Scheduled monitoring – Omission of 1.1; 3.1.1 & 3.1.2. Language change in 3.2. Addition of 3.2.1; 3.2.1.1 & 3.2.1.2	President & CEO
6/13/22	2.0	Regular Review – Approved	CEO
5.8.23	3.0	Regular Review – minor edits	CGO / CEO
5.13.24	3.0	Regular Review – significant redundancies removed throughout.	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.2 EL-05 Asset Protection – Policy Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-05 Asset Protection

**Description:**

Enclosed for its regularly scheduled review is policy EL-05. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of policy EL-05 Asset Protection.

**Action Taken:**



## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Asset Protection

**Policy Number:** EL 05

**Date Adopted:** 01.13.20

**Version:** 7.0

**Date Last Reviewed:** 03.17.25

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairwoman Patterson,  
Trustee Hoffman,  
Trustee Mackey

### EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained or unnecessarily risked.

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

1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.
  - 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.
    - 1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.
    - 1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.
  - 1.2. Permit the organization to have inadequate privacy/cyber insurance.
2. Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
3. Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.
4. Allow the College to have insurance for theft and crime coverage that is less than

- community college industry standards.
5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.
    - 5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.
  6. Receive, process or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.
  7. Make any purchases that do not result in an appropriate level of quality, after-purchase service, and value for the dollar expended, or do not provide opportunity for fair competition.
    - 7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.
    - 7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole-source' provider. Orders shall not be split to avoid these criteria.
    - 7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality; 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.
    - 7.4 Use College financial resources to support identity-based initiatives that conflict with federal non-discrimination laws.
    - 7.5 Allow vendors to be without information critical to their receiving equitable consideration in competitive bidding.
  8. Allow College intellectual assets to be unprotected or exposed to loss or significant damage.
  9. Endanger the organization's public image, credibility, or its ability to accomplish Board ENDS.
    - 9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.
    - 9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.
    - 9.3 Publicly position the College in support of, or opposition to, any known political organization, or candidate for public office.
    - 9.4 Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.
    - 9.5. Allow relationships with Owners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of ENDS.
  10. Change the organization's name or substantially alter its identity in the community.
  11. Create or purchase any subsidiary corporation.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.13.20	2.0	Edits to original policy recommend by CFO and CEO to enhance clarify of policy	Chief of Staff
10.05.21	3.0	Minor edits based upon actual practice	President & CEO
11.08.21	4.0	Minor edits based upon actual practice	President & CEO
5.9.22	4.0	Regular Review – Approved	CEO
4.10.23	5.0	Minor clarifying edits	CEO
4.15.24	6.0	Regular Review – elimination of the word “minority”.	CGO
3.17.25	7.0	Federally mandated compliance amendments	CGO





**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.3 EL-06 Investments – Policy Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-06 Investments

**Description:**

Enclosed for its regularly scheduled review is policy EL-06. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of policy EL-06 Investments.

**Action Taken:**



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Investments

**Policy Number:** EL 06

**Date Adopted:** 11.11.19

**Version:** 3.0

**Date Last Reviewed:** 04.15.24

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Patterson,  
Trustee Hoffman,  
Trustee Mackey

### EXECUTIVE LIMITATIONS STATEMENT:

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

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

1. Permit investments, or other alternatives for generating a return on cash, to be managed without the active involvement of well-qualified investment advisors with a proven track record, and who are independent of any investment fund.
  - 1.1. Permit the advisor to take title to any assets.
  - 1.2. Permit the advisor to withdraw any funds from the accounts except to cover payment of previously agreed-to fees, or at the specific direction of the College's Chief Financial Officer or CEO.
2. Permit investments that are insufficiently liquid to meet the organization's anticipated expenditures without incurring penalties.
3. Permit the investment of cash accounts (or operating capital) in anything other than what is defined in the Community College Act section 389.142 as being permitted by a Michigan community college.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Responsible Party</b>
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
5.9.22	1.0	Regular Review - Approved	CEO
4.10.23	2.0	Minor clarifying edits.	CEO
4.15.24	3.0	Regular Review – minor clarifying edits.	CGO



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.4 EL-03 Planning – Interpretations Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-03 Planning

**Description:**

Attached for their regular assessment are my interpretations for policy EL-03.

I am recommending changes to my interpretations that coincide with the proposed policy amendments. The enclosed version tracks the recommended changes..

**Resource Impact:**

None

**Requested Board Action:**

Consideration of accepting or not accepting my interpretations for policy EL-03 Planning as demonstrating a reasonable interpretation of the policy.

**Action Taken:**



## Jackson College Board of Trustees

### Interpretations Assessment: EL – 03 Planning

Report Date: 05.12.25

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

#### **POLICY STATEMENT:**

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

- 1. Permit budget planning or College operations without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.**

#### INTERPETATION:

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

I have further interpreted that compliance with this policy statement will be demonstrated when the CEO's Strategic Agenda, an evergreen planning document, consisting of 18 months of goals, strategies, and tactics, demonstrates a clear alignment from the ENDS policies, through to operational priorities assigned to the Leadership Council, which, in sum, is responsible for the bulk operational activity of the College.

This interpretation is reasonable because the use of a strategic planning document and three-year proforma budget data are traditional tools used in the achievement of Board policy directives in the higher education industry.

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

#### INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the College's five-year facilities master plan is included in

the Budget preparation documents used as a basis for determining priorities in a current year, with the understanding of the potential for changing economic conditions, as well as available funding.

This interpretation is reasonable because the five-year master plan is folded into the Board approved budget and is codified in distributed form for Board inspection.

**2. 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.**

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, as noted in 2.1 (separation of capital expenditures), as well as the following:

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

- l) Cashflow projections are prepared and reviewed with the Leadership Council, while ensuring the satisfaction of the Board requirements of two-month's operating on hand.
- m) The budget book includes major planning assumptions.

This interpretation is reasonable because all budget items are derived in a manner which is comparable to budget planning processes used in other community colleges of comparable size.

**2.1 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.**

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

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

INTERPETATION:

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

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of compliance with this numerical threshold.

**2.1.1.2 Less than 3.5% allocated for technology and institutional equipment.**

INTERPETATION:

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

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of

compliance with this numerical threshold.

3. **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:

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

This interpretation is reasonable because the Board has opportunity to review and approve the adoption of the annual operating budget.

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

INTERPETATION:

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

This interpretation is reasonable because the Board of Trustees receives and regularly has opportunity to review monthly financial reports on the College's financial activity, as well as audited financial reports for evidence of compliance with this policy item.

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

INTERPRETATION:

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

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and
- b) Borrowing (i.e., debt service) does not exceed 10% of annual operating expenses.

This interpretation is reasonable because the Board receives annual budget planning documents which include elements of fiscal soundness, (which is consistent with the historical threshold previously used by the Board), debt services, and projected outcomes of negotiated contracts in those years when union



contracts are expired.

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

INTERPETATION:

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

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

This interpretation is reasonable because it monitors succession planning at the appropriate levels of the organization and is a consistent practice among other community colleges.

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

INTERPETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, (partially as noted in 5.2.1) as well as the following:

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

The interpretation is reasonable because it covers the two areas critical to continuity of the CEO's role; Operations of the College and support of the Board's assessment of organization performance. Further, PMI meetings, with direct reports, are a requirement of all Leadership Council Members which assess competence and promotes continuous professional development.

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

**INTERPETATION:**

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

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.5 EL-05 Asset Protections – Interpretations Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-05 Asset Protection

**Description:**

Attached for their regular assessment are my interpretations for policy EL-05.

I am recommending changes to my interpretations. The enclosed version tracks the recommended changes..

**Resource Impact:**

None

**Requested Board Action:**

Consideration of accepting or not accepting my interpretations for policy EL-05 Asset Protection as demonstrating a reasonable interpretation of the policy.

**Action Taken:**



## Jackson College Board of Trustees

### Interpretations Assessment: EL – 05 Asset Protection

Report Date: 05.12.25

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

#### **POLICY STATEMENT:**

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

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

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

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

#### INTERPRETATION:

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

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

This interpretation is reasonable because it is consistent with the recommendations of the College’s insurance consultant every 3 years.  
~~consultant, and the Michigan Community College Risk Management Authority (MCCRMA) standards of coverage.~~

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

**INTERPRETATION:**

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

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

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

**INTERPRETATION:**

I have interpreted compliance to be demonstrated when:

- a) The College is in possession of an insurance policy providing for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets.
- b) The levels/type of insurance coverage provided is consistent with the range recommended by the insurance industry consultant every 3 years (see insurance type and current insurance coverage schedule below).

<b><u>Insuring Agreement</u></b>	<b><u>Limits of Liability</u></b>	<b><u>Deductibles</u></b>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000

Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000
Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

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

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

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

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

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

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

INTERPRETATION:

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

This interpretation is reasonable because the insurer is a third-party expert and an

independent assessment of what adequate insurance is.

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

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

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

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

**INTERPRETATION:**

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

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

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

INTERPRETATION:

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

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

This interpretation is reasonable because all labor agreements, and all contracts with vendors are reviewed by the College's legal counsel and are additionally reviewed and signed by the College President. Further, all union labor agreements are executed by the Board of Trustees. Finally, all performance bonds for \$100,000 projects and higher with vendors the College does not have established relationships with, include liability protections for the College, ensuring that work is performed of a nature and timeline consistent with the contract.

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

INTERPRETATION:

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

- a) The external auditors do not find any deficiency in the internal controls process, as part of their annual audit; and



- b) Any deficiency noted in internal controls is corrected within 90 days.

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

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

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

This interpretation is reasonable because not only are there formal practices for noting any actual or apparent conflicts of interest, a third-party auditor annual reviews these practices and conducts annual sampling to determine if any violations of this process have occurred. Finally, regarding the Board of Trustees, such practices are consistent with the national fiduciary standard for Duty of Loyalty among board members.

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

INTERPRETATION:

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

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

I have determined that compliance will be demonstrated when:

- a) Purchasing departments and their employees with purchasing authority have been provided this policy, which is annually reviewed, to ensure that purchases at the College are consistent with this criterion; and
- b) The members of the College's Leadership Council confirm the policy is being followed in their respective area of responsibility.

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

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

**INTERPRETATION:**

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

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

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

**INTERPRETATION:**

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

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

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

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

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

**INTERPRETATION:**

I have determined that compliance will be demonstrated when:

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

**11. Create or purchase any subsidiary corporation.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025



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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.6 EL-06 Investments – Interpretations Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-06 Investments

**Description:**

Attached for their regular assessment are my interpretations for policy EL-06.

I am recommending changes to my interpretations. The enclosed version tracks the recommended changes..

**Resource Impact:**

None

**Requested Board Action:**

Consideration of accepting or not accepting my interpretations for policy EL-06 Investments as demonstrating a reasonable interpretation of the policy.

**Action Taken:**





## Jackson College Board of Trustees

### Interpretations Assessment: EL – 06 Investments

Report Date: 05.12.25

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

#### **POLICY STATEMENT:**

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

#### **INTERPRETATION:**

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

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

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

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

#### **INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

This interpretation is reasonable because it maximizes the return on the investment

and is compliant with the Community College Act.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.3 FY' 26 Budget Planning Update

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

**Description:**

The intent of rescheduling the FY '26 budget presentation to the June Board meeting is to allow additional time to recalibrate JC budget documents in response to several pressing, and potentially transformational, federal policy shifts.

Specifically, two recent federal actions (i.e., the \$351 billion student aid reduction advanced through budget reconciliation and the President's proposed FY '26 "skinny" budget, which includes a \$163 billion cut to non-defense discretionary spending) pose significant risks to the financial ecosystem that supports access, affordability, and opportunity at Jackson College and other institutions of higher education.

**Resource Impact:**

None

**Requested Board Action:**

Receive an update on the FY '26 Budget Planning Process.

**Action Taken:**



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.1 EL-12 Land Use – Evidence Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-12 Land Use

**Description:**

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-12 Land Use. This report was offered at the 04.21.25 Regular Board meeting, but was accidentally skipped in the agenda.

You will note that my report indicates full compliance according to previously established and approved interpretations.

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

**Resource Impact:**

None

**Requested Board Action:**

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

**Action Taken:**



## Jackson College Board of Trustees

### Monitoring Report: EL-12 Land Use

[ FULL COMPLIANCE ]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-11: "Mission-Support & Entrepreneurial Activity". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

04.21.25

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

Date

#### **POLICY STATEMENT:**

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

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

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

#### INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground available for use by the College for planning and construction purposes.

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

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

**EVIDENCE:**

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

For this last monitoring period, there were no joint venture partnerships to report upon. Based upon this evidence, I am reporting full compliance with item #2.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The Chief Facilities & Logistics Officer confirmed on 03.10.25 that the College meets with Summit Fire Department, building department and DPW (Department of Public Works); County Drain Commissioner and JCDOT (Jackson County Department of Transportation); State of Michigan Building and Permits Division; State of Michigan Environment, Great Lakes and Energy; and the State of Michigan Bureau of Fire Services and other relevant agencies as needed and required. These partnerships have been strengthened during the past two years.
- b) The Chief Facilities and Logistics Officer confirmed on 03.10.25 that Architects and Engineers were hired for site planning for the following projects during the monitoring period:
  - o Potter Center 2<sup>nd</sup> Floor Office Modernization;
  - o Potter Center emergency backup generator;
  - o Campuswide emergency backup power ;



- Medical Simulation Center
  - Applied Technology Center
- c) The Chief Facilities & Logistics Officer confirmed on 03.10.25 that the College considered energy efficient standards by industry experts for the following projects during the monitoring period:
- Building Automation for Heating and Cooling Systems, ASHRAE updates
  - Lighting Updates CV, HLC, and Campus Services.

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

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

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

**INTERPRETATION:**

I have interpreted that compliance will be demonstrated when:

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

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

**EVIDENCE:**

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

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

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

**The Jackson College Board of Trustees assessed this monitoring report and found that it demonstrated full compliance with a reasonable interpretation of the policy at the regular Jackson College Board meeting on April 21, 2025.**



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025

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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.2 CEO Monitoring Compliance Schedule & Summary

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

**Description:**

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

When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).

**Requested Board Action:**

Discussion surrounding the CEO's compliance review.

**Action Taken:**



## President/CEO Monitoring Report Compliance

### Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



## President/CEO Monitoring Report Compliance

### Jackson College

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



## President/CEO Monitoring Report Compliance

### Jackson College

EL – 09 Organization Culture	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 10 Access to Education	2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 11 Mission- Support & Entrepreneurial Activity	3.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 3.17.25
EL – 12 Land Use	5.12.25	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24
EL – 13 Use of Artificial Intelligences & Machine Learning							

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: May 12, 2025



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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Information Requested by the Board

9.1 College Feature: Theatre Department

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

**Description:**

For this month's College Feature, the Board welcomes Jackson College Theatre Instructor Sara Anne Tomczak who will share progress on the resurgence of theatre at the College and where the department is heading.

**Requested Board Action:**

Receive the Theatre Department highlight and ask any questions of Theatre Instructor Sara Anne Tomczak.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
Board Meeting Date: May 12, 2025



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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Information Requested by the Board

9.2 FY' 25 Q3 Financial Report

**BOARD POLICY:** EXECUTIVE LIMITATIONS: Financial Conditions and Activities

**Description:**

For the Board's review is the FY' 25 Q3 Financial Report. I will provide a few highlights with respect to changes since FY' 25 Q2.

Recall that all monthly financials are provided on the Board's web page.

I am happy to answer any questions you may have about the Q3 report.

**Resource Impact:**

None

**Requested Board Action:**

Review of the FY' 25 Q3 Financial Report.

**Action Taken:**





## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
March 31, 2025

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the March 31, 2025 Financial Report

Following is the March 31, 2025 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2024-2025 Budget as adopted at the May 2024 Board of Trustees meeting.

**General Fund**

**Revenues**

- **Tuition and Fees** - Favorable to budget based on higher enrollment than anticipated.
- **Property Taxes** - Right in line with expected revenues to date.
- **State Appropriations** - Favorable to budget due a refund from MPSERS of \$338K.
- **Contract training** - Unfavorable to budget, likely a timing issue.
- **Transfers In** - Favorable to budget, due to Foundation support of Heritage Center and Facilities.

**Expenses**

- **Wages, Retirement & Benefits** - Favorable to budget, due to accruals, and savings realized from unfilled positions.
- **Services - Staffing Agency** - Unfavorable to budget, higher than anticipated expenses in L, L, & A, RAD, CEP, Business Administration and Security.
- **Services** - Unfavorable to budget. Due to timing of payments to CampusWorks, Ellucian, Abbott, Rehmann, Plant (multiple vendors), Library (multiple vendors) Henry Ford Jackson Hospital, Family Services and Children Aid, and Cultural Fluency and Associates
- **Rent, Utilities, Insurance** - Unfavorable to budget, due to timing of insurance payments, and additional electricity for expanded plant footprint.
- **Other Operating Costs** - Favorable to budget, due to timing of bad debt write offs and bank service charges.
- **Capital Equipment** - Favorable to budget. Forecast this to remain below budget through the duration of the fiscal year.

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the March 31, 2025 Financial Report

**Auxiliary Fund**

**Revenues**

- **Textbook and Class Fees** - Unfavorable to budget, textbook access fee is pacing lower than budget. Could be a timing issue.
- **Housing** - Unfavorable to budget due to having fewer students living on campus.
- **Housing Scholarships** - Favorable to budget.
- **Sales Bookstore** - Unfavorable to budget, due to timing of meal plan revenue postings.
- **Potter Center** - Favorable to budget.
- **Hospitality and Meal Plans** - Unfavorable to budget due to having fewer students living on campus.
- **Miscellaneous** - Unfavorable to budget, due to lower than expected building rental income.

**Expenses**

- **Wages, and Retirement** - Favorable to budget, due to accruals, and savings realized from unfilled positions.
- **Services Staffing Agency** - Unfavorable to budget, too low of a budget projected as compared to actual need for temp coverage.
- **Services** - Favorable to budget, due to lower than anticipated contracted services needs at this juncture in the fiscal year.
- **Materials** - Favorable to budget, due to timing of Bibliu payments.
- **Rent, Utilities, insurance** - Favorable to budget, due to timing of rental equipment.
- **Other Operating Costs** - Unfavorable to budget due to Cultural Affairs production costs.
- **Transfers** - Favorable to budget, as transfers to plant not yet occurred in FY25.

**Other Notes**

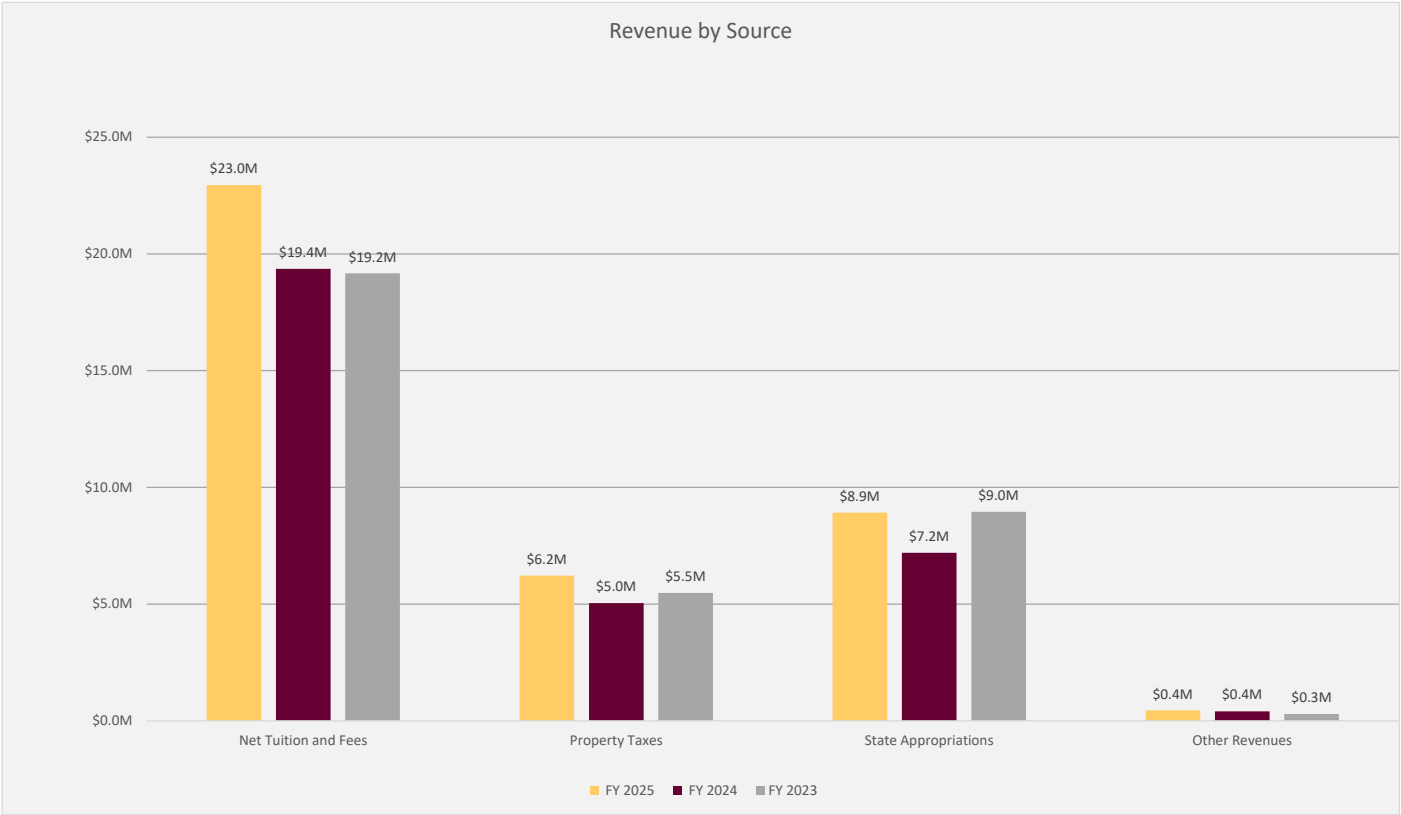
- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of March 31, 2025 the College is meeting this requirement.

Jackson College  
Revenue and Expense Statement  
General Fund - FY 25  
March 31, 2025  
Preliminary - Unaudited

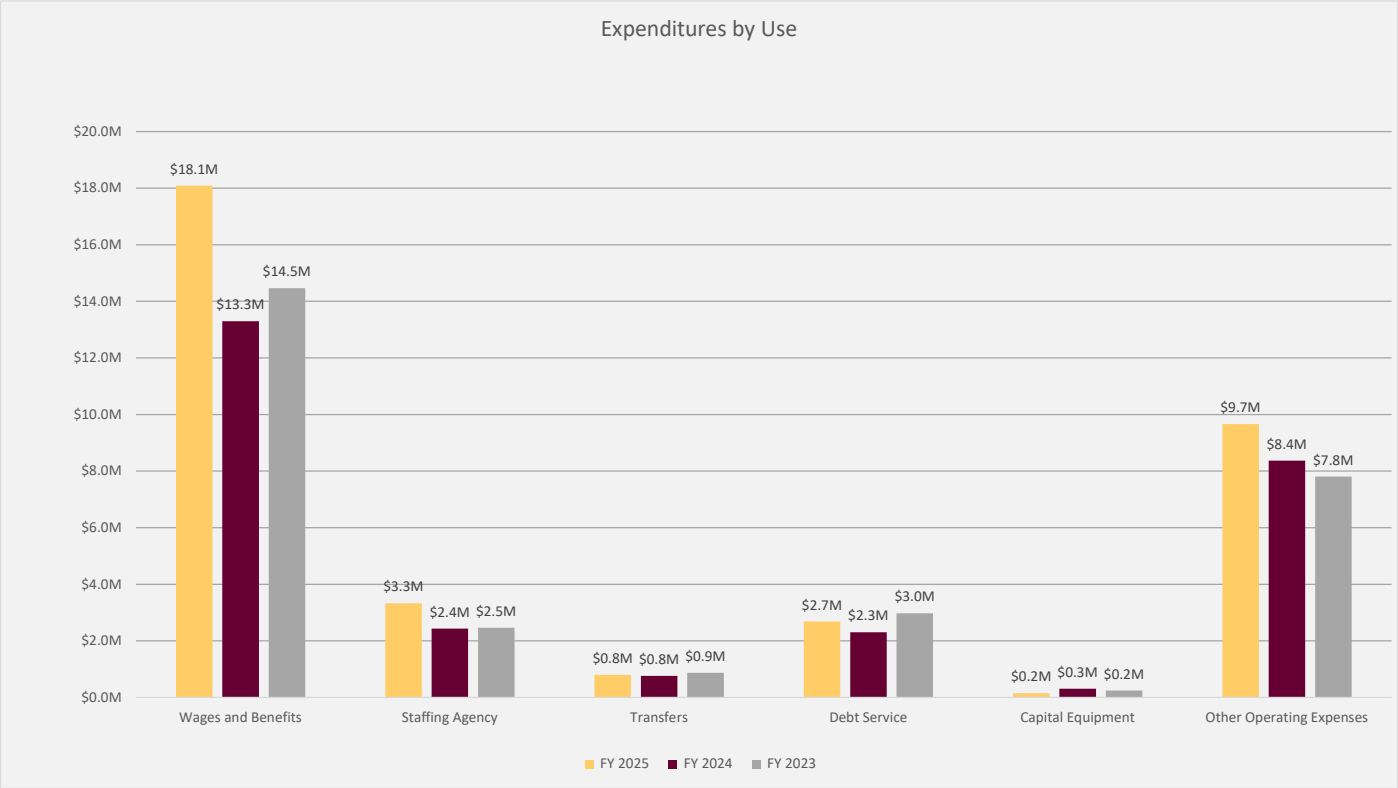
	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
<b>Revenue</b>							
Gross tuition and fees	\$ 26,496,886	54.6%	\$ 23,596,959	89.1%	85.0%	\$ 1,074,606	\$ 19,777,633
Less Institutional Scholarships	(865,000)	-1.8%	(645,344)	74.6%	85.0%	89,906	(716,388)
Net tuition and fees	25,631,886	52.8%	22,951,615	89.5%	85.0%	1,164,512	19,061,245
Property taxes	6,873,089	14.1%	6,217,437	90.5%	85.0%	375,311	5,358,226
State appropriations	15,452,900	31.8%	8,920,392	57.7%	54.5%	491,537	10,071,594
Contract training	199,000	0.4%	139,325	70.0%	75.0%	(9,925)	61,611
Miscellaneous	381,500	0.8%	284,113	74.5%	75.0%	(2,012)	209,687
Transfers	-	0.0%	21,170	0.0%	75.0%	21,170	51,726
Transfers - Federal grant funds	-	0.0%	-	0.0%		-	-
<b>Total revenues</b>	<b>48,538,375</b>	<b>100.0%</b>	<b>38,534,052</b>	<b>79.4%</b>	<b>72.9%</b>	<b>2,040,593</b>	<b>34,814,089</b>
<b>Expenses</b>							
Wages	18,185,430	37.4%	12,054,018	66.3%	73.1%	(1,235,334)	11,749,017
Retirement	5,574,484	11.5%	3,726,490	66.8%	73.1%	(347,171)	3,096,122
Benefits	3,239,730	6.7%	2,305,736	71.2%	73.1%	(61,759)	2,146,963
Services - Staffing Agency	3,548,735	7.3%	3,328,532	93.8%	73.1%	735,226	2,949,103
Services	4,775,387	9.8%	4,229,206	88.6%	75.0%	647,666	3,352,276
Materials	1,987,238	4.1%	1,447,314	72.8%	75.0%	(43,115)	1,495,212
Rent, utilities, insurance	1,971,375	4.1%	1,761,814	89.4%	75.0%	283,283	1,522,395
Other operating costs	4,069,258	8.4%	2,220,863	54.6%	75.0%	(831,081)	2,492,121
Transfers-major maintenance	1,060,986	2.2%	795,740	75.0%	75.0%	-	740,921
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,579,752	7.4%	2,684,814	75.0%	75.0%	-	3,345,034
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	234,623
Capital equipment	546,000	1.1%	151,076	27.7%	75.0%	(258,424)	285,887
<b>Total expenses</b>	<b>48,538,375</b>	<b>100.0%</b>	<b>34,705,603</b>	<b>71.5%</b>	<b>62.9%</b>	<b>(1,110,709)</b>	<b>33,409,674</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>		<b>\$ 3,828,449</b>			<b>\$ 3,151,302</b>	<b>\$ 1,404,415</b>

Jackson College  
General Fund Revenue Comparison  
3/31/2025

\$38,534,052



Jackson College  
General Fund Expenditure Comparison  
3/31/2025  
\$34,705,603



Jackson College  
Revenue and Expense Statement  
Auxiliary Services  
March 31, 2025  
Preliminary - Unaudited

	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Hospitality Services	Auxiliary Units Housing	Jets Store Bookstore	Potter Center Performing Arts
<b>Revenue</b>									
Textbook and Class Fees	\$ 2,878,001	36.9%	\$ 2,170,640	75.4%	85.0%	-	-	2,170,640	-
Housing	2,007,800	25.7%	1,248,423	62.2%	85.0%	-	1,248,423	-	-
Less Housing Scholarships	(200,000)	-2.6%	(180,180)	90.1%	85.0%	-	(180,180)	-	-
Sales Bookstore	291,500	3.7%	142,264	48.8%	75.0%	-	-	142,264	-
Potter Center activities	420,000	5.4%	358,349	85.3%	75.0%	-	-	-	358,349
Hospitality and Meal Plans	2,343,000	30.0%	1,351,923	57.7%	85.0%	1,351,923	-	-	-
Miscellaneous	43,500	0.6%	19,394	44.6%	75.0%	-	-	-	19,394
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
<b>Total revenues</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>5,110,813</b>	<b>65.5%</b>	<b>62.8%</b>	<b>1,351,923</b>	<b>1,068,243</b>	<b>2,312,904</b>	<b>377,743</b>
<b>Expenses</b>									
Wages	\$ 1,537,806	19.7%	\$ 958,516	62.3%	73.1%	460,841	144,332	138,924	214,419
Retirement	342,677	4.4%	238,827	69.7%	73.1%	103,333	30,251	30,695	74,548
Benefits	241,143	3.1%	192,666	79.9%	73.1%	105,072	17,376	32,173	38,045
Services - Staffing Agency	10,000	0.1%	26,998	270.0%	73.1%	26,998	-	-	-
Services	71,500	0.9%	43,901	61.4%	75.0%	23,642	9,473	-	10,786
Materials	3,415,000	43.8%	2,303,492	67.5%	75.0%	563,457	8,191	1,731,298	546
Rent, utilities, insurance	4,000	0.1%	1,650	41.3%	75.0%	1,650	-	-	-
Other operating costs	610,500	7.8%	483,209	79.1%	75.0%	1,782	8,995	7,994	464,438
Transfers	1,560,175	20.0%	-	0.0%	75.0%	-	-	-	-
Capital equipment	6,000	0.1%	16,019	267.0%	75.0%	-	-	-	16,019
<b>Total expenses</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>4,265,278</b>	<b>54.7%</b>	<b>74.3%</b>	<b>1,286,775</b>	<b>218,618</b>	<b>1,941,084</b>	<b>818,801</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>		<b>\$ 845,535</b>			<b>\$ 65,148</b>	<b>\$ 849,625</b>	<b>\$ 371,820</b>	<b>\$ (441,058)</b>

Jackson College  
Balance Sheet and Changes in Fund Balance - FY 25  
March 31, 2025  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>									
Cash	\$ (11,547,075)	\$ 15,393,749	\$ 9,846,488	\$ -	\$ (2,816,853)	\$ 32,290	\$ 4,887,765	\$ 1,275,128	\$ 17,071,492
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,492	-	-	2,492
Accounts receivable	4,876,393	(62,499)	-	-	4,267,577	-	6,271	50	9,087,792
Inventories	29,800	-	-	-	271,130	-	-	-	300,930
Other assets	19,944,108	-	15,602	-	(145,226)	-	84,395,698	(2,832)	104,207,350
<b>Total assets</b>	<b>13,303,226</b>	<b>15,331,250</b>	<b>9,862,090</b>	<b>-</b>	<b>1,576,628</b>	<b>34,782</b>	<b>89,289,734</b>	<b>1,272,346</b>	<b>130,670,056</b>
<b>Liabilities and Fund Balance</b>									
Accounts payable	39,493	-	19,600	-	23,971	-	486	-	83,550
Accrued liabilities	388,594	-	(11,696)	-	352,592	-	25,080,433	-	25,809,923
Deferred liabilities	8,019,452	-	-	-	-	-	-	-	8,019,452
Unearned revenue	62,146	-	-	-	231,278	-	-	-	293,424
Other liabilities	952,706	-	20,072,436	-	123,250	-	33,273	(214,474)	20,967,191
<b>Total liabilities</b>	<b>9,462,391</b>	<b>-</b>	<b>20,080,340</b>	<b>-</b>	<b>731,091</b>	<b>-</b>	<b>25,114,192</b>	<b>(214,474)</b>	<b>55,173,540</b>
Fund balance	3,840,835	15,331,250	(10,218,250)	-	845,537	34,782	64,175,542	1,486,820	75,496,516
<b>Total liabilities and fund balance</b>	<b>\$ 13,303,226</b>	<b>\$ 15,331,250</b>	<b>\$ 9,862,090</b>	<b>\$ -</b>	<b>\$ 1,576,628</b>	<b>\$ 34,782</b>	<b>\$ 89,289,734</b>	<b>\$ 1,272,346</b>	<b>\$ 130,670,056</b>
<b>Beginning fund balance</b>									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	61,148,108	\$ -	\$ 61,148,108
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	2,540,349	-	2,540,349
Restricted	-	690,408	1,356,483	-	1	34,666	-	-	2,081,558
Future Operations	12,386	14,166,527	-	-	-	-	-	541,635	14,720,548
	\$ 12,386	\$ 14,856,935	\$ 1,356,483	\$ -	\$ 1	\$ 34,666	\$ 63,688,457	\$ 541,635	\$ 80,490,563
Current year income	38,534,052	488,028	12,094,355	-	5,290,994	116	2,860,625	1,113,844	60,382,014
Current year expenses	34,705,603	13,713	23,669,088	-	4,445,458	-	2,373,540	168,659	65,376,061
<b>Ending fund balance</b>	<b>\$ 3,840,835</b>	<b>\$ 15,331,250</b>	<b>\$ (10,218,250)</b>	<b>\$ -</b>	<b>\$ 845,537</b>	<b>\$ 34,782</b>	<b>\$ 64,175,542</b>	<b>\$ 1,486,820</b>	<b>\$ 75,496,516</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025



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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Information Requested by the Board

9.3 Next Regular Board Meeting Topics – June 9, 2025

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

**Description:**

This time has been set aside to help the Board anticipate topics for the next regular Board meeting (June 9, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

- Policy Review: EL-00 General Executive Restraint
- Policy Review: EN-01 (#1-3) ENDS
- Policy Review: EL-13 Artificial Intelligence & Machine Learning
- Interpretations Review: EL-00 General Executive Restraint
- Interpretations Review: EN-01 (#1-3) ENDS
- Interpretations Review: EL-13 Artificial Intelligence & Machine Learning
- FY '26 Budget Proposal
- Evidence Review: EL-03 Planning
- Evidence Review: EL-05 Asset Protection
- Evidence Review: EL-06 Investments
- CEO Monitoring Compliance Schedule & Summary
- Consideration of Fall Board Planning Session Date
- Consideration of Personnel Practices Manual/Compensation
- College Feature: TBD

**Requested Board Action:**

Review of currently anticipated topics.

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025



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

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

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

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

10.1 Principles of Policy Governance

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

**Description:**

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

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

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

***NEW: Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting. Kindly complete and return to the Chief of Staff before your departure.***

**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: May 12, 2025



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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b>
11.0 Meeting Content Review  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style
<b>Description:</b>  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.
<b>Resource Impact:</b>  None
<b>Requested Board Action:</b>  Consideration of areas for meeting content improvement
<b>Action Taken:</b>  

**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: May 12, 2025



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

<b>Subject to be Discussed and Policy Reference:</b> <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b>
12.0 Adjourn*  <b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order
<b>Description:</b>
Board action is required to adjourn the meeting.
<b>Resource Impact:</b>
None
<b>Requested Board Action:</b>
Meeting Adjournment
<b>Action Taken:</b>
(Empty space for action taken)