JCSU-PROGRESS AT A GLANCE

*JCSU moved from reactive fixes to **institutionalized compliance**.*
*Improvements are **structural, sustainable, and embedded** across all operations.*

THE FIVE P's FRAMEWORK (HOW WE FIXED IT):
*Key point: This is a **system**, not a one-time fix.*

- **People:** Stabilized leadership (Finance, Financial Aid, GSPAR) AND created compliance roles + cross-functional working groups
- **Policy:** New financial aid, sponsored programs, and financial policies all Board-approved
- **Procedures:** Standardized workflows (FA, procurement, grants, reconciliation) AND compliance calendars + documented processes
- **Proof:** QA testing, reconciliations, audit trails & centralized documentation for review
- **Performance Management:** Ongoing monitoring, training (NASFAA, FSA); regular reviews + executive oversight; implementing a Compliance Office

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STANDARD 13.3 – FINANCIAL RESPONSIBILITY
Key point: We made disciplined financial decisions (even if costly) to protect long-term stability.

What we did: Strengthened liquidity (~6 months operating coverage)

- Increased net tuition revenue (23% growth FY25)
- Reduced UNAEP deficit with projected positive FY26
- Designed MREI sustainability plan

Examples:

- $35M liquidity + unused $10M line of credit
- Cash from operations improved from **($1.7M) → $7.2M**
- Enrollment stabilization + Board-approved tuition increases

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STANDARD 13.4 – CONTROL OF FINANCES
Key point: We now have full control, visibility, and accountability over all financial resources.

What we did: Implemented **Five P's across finance operations**

- Strengthened internal controls + audit processes
- Eliminated financial findings

Examples:

- FY2025: **Zero financial audit findings**
- Formal policies + procedures across financial operations
- Centralized monitoring and accountability

STANDARD 13.5 – SPONSORED RESEARCH / EXTERNAL FUNDS
Key point: We have ownership, documented processes, verifiable compliance for external funds.

What we did:

- Rebuilt GSPAR structure and oversight
- Implemented/Revised 11 Board-approved policies
- Standardized grant management + procurement controls
- Audit progress: Findings reduced and severity improved (FY23 → FY25)

Examples:
- Time & effort reporting moved to semester-based
- Procurement controls (debarment checks, documentation)
- TRIO eligibility issue → fully remediated

STANDARD 13.6 – FEDERAL & STATE RESPONSIBILITIES (FINANCIAL AID)
Key point: We moved from manual processes to automated, controlled, and monitored systems.

What we did:
- Stabilized full financial aid team (all roles filled)
- Implemented **Ellucian Colleague** (automation + controls)
- Implemented/revised 8 Board-approved Financial Aid policies
- Established compliance calendar + QA testing

Examples:
- Automated: R2T4 calculations; Loan limits; COD reporting
- QA testing showed no Pell or loan over-awards

Key Fixes:
- Monthly reconciliation (FA + Business Office); segregation of duties
- Presidential Compliance Working Group

KEY POLICIES & PROCEDURES (WHAT NOW EXISTS)
Key point: All policies are approved, published, and tied to daily operations.

Financial Aid (13.6)	**Sponsored Programs/GSPAR (13.5)**	**Financial/Institutional (13.3 & 13.4)**
• Eligibility Requirements and Packaging Financial Aid Policy • Revised Satisfactory Academic Progress Policy • Financial Aid Requirements Policy • Disbursement, Refunds, and Reconciliation Policy • Disclosures and Reporting Requirements Policy • Verification Policy • Revised Student Withdrawal and Return of Title IV Funds Policy • Financial Aid Records Maintenance Requirements Policy	• Procurement & Debarment Procedures • TRIO Program Guide • Revised Extra Compensation for Faculty & Staff Policy: Published 2/25/26; Effective 7/1/26 • Procurement Policy & Procedures; Published 2/25/26; Effective 3/27/26 • Time & Effort Reporting Policy & Procedures: Published 2/25/26; Effective 3/27/26 • Government-Sponsored Equipment & Property Management Policy and Procedures: Published 2/25/26 & Effective 3/27/26 • Post-Award Management Policy – Published 2/25/26, Effective 3/27/26 • Grant Records Management Policy: Published 2/25/26; Effective 3/27/26	• Internal Control Procedures Audit & Reconciliation Processes • MREI Sustainability Plan • Financial Stewardship Policy Published 2/25/26; Effective 3/27/26 • Revised Credit Card Policy and Procedures: Published 2/25/26; Effective 3/27/26 • Revised Travel Policy and Procedures: Published on 2/25/26; Effective 3/27/26 • Institutional Base Salary Policy: Published 2/25/26; Effective 3/27/26 • Policy on Implementation of Policies: Published 2/25/26; Effective 3/27/26