

Jackson College Board of Trustees Spring Planning Session

Spring Planning Session



April 30, 2026 08:00 AM

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MISSION / VISION / MAROON & GOLD STANDARDS

MISSION

Together we inspire and transform lives.

VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

MAROON & GOLD STANDARDS:

Why

Over the past few years, we've all seen just how quickly the world around us can change. Surely, our country is living through a period of division, uncertainty, and shifting values. In many workplaces, and even in higher education, clarity about purpose and expectations has been eroded, or at the very least, seems blurred. In moments like these, it's easy for the noise of the times to distract us from the core of what truly matters.

In my view, at Jackson College, we don't have the luxury of losing sight of a shared mission and purpose. The work we do here is too important, indeed the stakes for our students and community too high. Over the summer, I concluded that it is now the time to recenter ourselves, to keep first things first, and to speak plainly about who we are, what we stand for, and how we work together.

The following modified Vision Statement, Statement of Beliefs, and the companion lists of what employees can reasonably expect from Jackson College and what Jackson College can reasonably expect from its employees, are a way of doing that. They are not just words on paper. They are a reaffirmation of our shared purpose and a clear commitment to one another.

These statements make it unmistakable that student success is our highest priority, that professionalism and respect are non-negotiable, and that the greater good of the College must guide our decisions. I believe that they remind us that Jackson College is a place where people can grow, where input is valued, where we are responsible people, and where we treat each other with dignity, even when decisions do not go the way we might prefer.

We are, and must remain, an institution where excellence is expected, where integrity is lived, and where we willingly subordinate our personal preferences when the mission and direction call for it. This is how we honor our students, our colleagues, our community, and the trust the public has placed in us. It is how we create legacy.

This is now the moment to be intentional about our culture and not just yield to the changing attitude. We seek to create a place where people enjoy working, where they know they are appreciated, and where the work is worthy of the best we have to give.



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The following statements build upon a strong foundation for that kind of college. And they are a promise to one another...a noble pledge to Maroon & Gold Standards that currently struggle to find voice, no matter the challenges of the times.

Daniel J. Phelan, MBA, Ph.D.,
Jackson College
President & CEO

Jackson College Values

Introduction:

At Jackson College, our values are more than ideals, indeed they are lived commitments. They shape how we teach, lead, serve, and grow together. In a time of complexity and change, these values offer clarity and direction. They remind us of who we are, what we stand for, and how we carry our mission into every classroom, office, and conversation.

These values are aspirational by design and are intended to guide our daily work and elevate our collective purpose. They reflect our belief in the power of education, the importance of human connection, and the responsibility we hold to the public and one another.

Draft Jackson College Values:

1. We pursue truth through learning, dialogue, and discovery - We believe education begins with curiosity and thrives in a culture of evidence, inquiry, and intellectual courage;
2. We embrace the dignity of every person through compassion and respect - We care deeply for our students, employees, and communities, and honor each voice as essential to who we are;
3. We create opportunity through access, support, and belief in human potential - We are committed to helping every learner advance toward a better future;
4. We serve our communities with purpose and pride - Our mission compels us to strengthen the region we call home—through education, workforce development, and civic engagement;
5. We cultivate innovation to meet the challenges of tomorrow - We are future-focused, always learning, and unafraid to rethink how we teach, lead, and serve; and
6. We lead with integrity and are accountable to the public trust - In every decision and every action, we uphold the highest standards of ethics, transparency, and stewardship.



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Jackson College Beliefs

Introduction:

At Jackson College, our mission is more than a statement...it is a commitment lived out daily through the work of every one of us. In a time of complexity, rapid change, and increasing fragmentation across society, we are choosing to be a community grounded in shared purpose, high standards, and mutual respect.

This *Statement of Beliefs* reflects who we are and how we serve. It connects our individual roles to the College's larger mission and provides a common foundation for our decisions, actions, and relationships.

These beliefs affirm our dedication to student success, professional integrity, innovation, and the public trust. They are not abstract ideals. They are commitments we live by, each of us, every day, and hold ourselves in account to, because our work is important, our service to students is essential, and the College we build together must be impactful.

As employees of Jackson College, we believe...

- **student success is our highest calling.**
- **in acting with integrity and in service to the public trust.**
- **in pursuing truth through inquiry, evidence, and dialogue.**
- **in serving others with professionalism, respect, and compassion.**
- **innovation is vital to meet the challenges of today and tomorrow.**
- **we grow together through shared purpose and mutual responsibility.**

Reasonable, Sustainable, and Actionable Expectations Employees Should Have of Their Employer

Introduction:

At Jackson College, we believe that a thriving workplace is built not only on shared mission and values, but also on mutual understanding between the College and its employees. In an era marked by rapid change, increasing demands, and new ways of working, it is important to articulate what employees can reasonably expect from their employer.

These expectations are not abstract ideals; they are grounded in respect, professionalism, love, care, and service, as well as a commitment to institutional sustainability. They reflect our belief that a healthy organization honors its people by providing clarity, fairness, and support, while also upholding the standards necessary to serve our students and our communities well.



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Not every decision will include every employee, and not every challenge will have an easy answer. But we are committed to creating a work environment that is intentional, just, and human-centered. The following list outlines the foundational commitments that employees may reasonably expect from Jackson College in our shared work.

At Jackson College, employees may reasonably expect from their employer to:

1. Be Treated with Respect and Professional Courtesy - All employees should expect to be treated with civility, fairness, and basic human decency in the course of their work;
2. Receive Clear and Timely Communication - Employees should expect important and relevant information to be shared in a timely, clear, and consistent manner to help them perform effectively;
3. Work in a Safe and Orderly Environment - The workplace should be free from undue hazards, harassment, or dysfunction, and provide the tools needed for employees to succeed in their roles;
4. Have Clearly Defined Responsibilities and Expectations - Employees should expect to know what is required of them, receive feedback on their performance, and be supported in meeting clear, reasonable expectations;
5. Be Offered Opportunities for Skill Development and Growth - Every employee should expect access to tools for professional development, learning, and improvement; however, such development does not guarantee career advancement.
6. Maintain a Reasonable Workload and Time for Renewal - The College should strive to ensure employees are not consistently overburdened and have the time and space necessary to recharge and sustain high-quality work;
7. Receive Fair Compensation and Benefits - Employees should expect to be paid fairly, and on time, for their work and to have access to benefits that support their personal and family needs, within the College's resources and contractual parameters;
8. Be Recognized for Contributions - Employees should expect their efforts to be reasonably noticed, acknowledged, and appreciated, whether informally or through formal recognition efforts;
9. Be Trusted to Do Their Job - Employees should expect a baseline of trust, professional autonomy, and respect for their ability to carry out their duties, with accountability to same, but without unnecessary micromanagement; and
10. Have Opportunities for Input Where Appropriate - While not all employees will be involved in all decisions, they should expect that their input will be welcomed in areas relevant to their responsibilities and that supervisors and leadership will listen with sincerity when feedback is sought.



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Reasonable, Sustainable, and Actionable Expectations Jackson College Should Have of Its Employees

Introduction

As a public institution, Jackson College exists to serve the people of Jackson County and beyond through education, opportunity, and community impact. Our employees are the stewards of this mission. Whether in classrooms, offices, labs, or remote workspaces, each employee plays a vital role in fulfilling the promise of the College.

Excellence is not accidental—it is the product of clear expectations, ethical conduct, personal responsibility, and shared engagement. The following list outlines what Jackson College may reasonably expect from all employees. These expectations reflect standards of highly effective workplaces and are aligned with both the mission of the College and the trust placed in us by the students, families, and taxpayers we serve.

1. Serve Others with Excellence

Employees are expected to provide consistently high levels of service to students, coworkers, and the public. This includes demonstrating professionalism, kindness, responsiveness, and a willingness to go beyond minimum requirements to solve problems and improve experiences.

2. Act in the Interest of the Mission, Not Self

Decisions and behaviors must reflect a commitment to the College's mission and to those it serves—not personal convenience, recognition, or self-interest. Employees should remain mindful of how their choices impact the greater good.

3. Demonstrate Loyalty and Constructive Support for the College

Loyalty includes supporting the College's goals, representing the College positively, in the community, and contributing to a healthy, united workplace. Constructive feedback and respectful disagreement are welcome—but must be rooted in a spirit of shared success.

4. Uphold the Highest Standards of Ethics and Professional Behavior

Employees are expected to act with integrity, honesty, and fairness. This includes avoiding conflicts of interest, protecting confidential information, honoring commitments, and complying with College policies and applicable laws.



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5. Be Present, Reliable, and Ready to Contribute

Regular attendance, punctuality, and active engagement are essential. Employees should come prepared each day—whether in person or remote—and take full ownership of their responsibilities and work quality.

6. Strive for Excellence and Continuous Learning

A commitment to growth is expected. Employees shall pursue opportunities to improve their skills, stay current in their fields, and adapt their work to changing needs and new ideas.

7. Use College Resources Responsibly and Honorably

All College resources—time, technology, funding, and facilities—should be used efficiently, ethically, and solely for professional purposes. Employees are expected to avoid waste and treat public assets with care.

8. Foster a Respectful, Collaborative, and Engaged Work Environment

A healthy workplace depends on respect of the hierarchy of decision-making, on-going communication, and cooperation. Employees should actively contribute to a positive environment by engaging with others professionally and avoiding divisive or counterproductive behaviors.

9. Adapt to Change and Support Institutional Priorities

As the College evolves to meet new challenges, employees must remain flexible and responsive. This includes being open to new tasks, new technologies, and new ways of working that support Jackson College's strategic direction.

10. Communicate with Honesty, Clarity, and Purpose

Effective communication is essential. Employees should speak and write clearly, listen actively, and provide feedback constructively. Employees must understand that not everything can be known by everyone, and in the moment – that there is a difference between 'needing to know' for one's job duties, and 'wanting to know' which is idle curiosity. Communication should support understanding, alignment, and the successful pursuit of College goals.

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Open Meetings Act – Act 267 of 1976
Subject: (Topic or focus for consideration)
8:00am Board Breakfast [No Board discussion/decisions]
Description: (Concise explanation of the issue, item, or proposal)
<p>In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the Board is present.</p> <p>As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA "<i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i>"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's breakfast, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social breakfast gathering, prior to the Board Spring Planning Session.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-13 Special Rules of Order BOARD BY-LAWS
Subject: (Topic or focus for consideration)
1.0 Call to Order & Pledge of Allegiance of the United States
Description: (Concise explanation of the issue, item, or proposal)
The Chairwoman will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: “I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Come to order, stand, and recite the Pledge of Allegiance to the United States.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-09 Board Code of Conduct</u>
Subject: (Topic or focus for consideration)
2.0 Declaration of Conflict of Interest *
Description: (Concise explanation of the issue, item, or proposal)
<p>Consistent with Board Policy, By-laws, and the standard of the Board's Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty also requires members to act transparently.</p> <p>Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairwoman during the meeting and abstain from any action concerning said item.</p> <p>A roll call vote is required for this item.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
3.0 Communications 3.1 Public Comments (limit of 5 minutes per person)
Description: (Concise explanation of the issue, item, or proposal)
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairwoman may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairwoman reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.</p> <p>Trustees are not to engage the presenters, per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.</p> <p>The Chairwoman reads the following statement prior to persons offering comment, but regardless, it is expected to be adhered to by persons wishing to address the Board: <i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></p>
Requested Board Action: (If any)
Receive comments from people wishing to address the Board.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-10 Investment in Policy Governance</u>
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.1 Policy Governance Workshop – Rose Mercier 4.1.1 Value Proposition of Policy Governance 4.1.2 Representing the Owners 4.1.3 Ownership Linkage 4.1.4 Monitoring with Discipline 4.1.5 Staying in Governance Lanes 4.1.6 Board Case Studies
Description: (Concise explanation of the issue, item, or proposal)
Rose Mercier will be joining the Board’s Spring Planning Session from roughly 8:30A to 12:00P, conducting a Policy Governance workshop including, but not limited to, the aforementioned topics. Enclosed are preparatory materials for the workshop.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider prep materials for Rose Mercier’s Policy Governance Workshop and then takeaways from the workshop itself.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



April 24, 2026

Hello to Trustees and College Staff who will be attending next week's Planning Session. I am looking forward to seeing everyone and meeting those of you whom I have not yet had the pleasure of working with previously.

The focus of the morning session will be a review (for some) and refresh (for others) of the Policy Governance® system of governance.

We will begin by looking at our new framework of exemplary governance and then look at the ten principles and key concepts that are the foundation of Policy Governance®, a governance system that supports the board in achieving role clarity, risk protection and future focus. We will consider how Policy Governance enables a board direct and control the organization without being intimately involved in the details of day-to-day operations.

We will be focusing on two important principles/processes – ownership linkage and monitoring.

I have also attached **three short readings** that are intended to stimulate your thinking about Policy Governance in advance of next Thursday. You can read as much or as little as fits into your schedule. The first article, "*Why Use Policy Governance®?*" is by colleague and senior consultant, Richard Stringham. The second and third articles are blogs that I authored following our webinars focused on the same topic, "*Have You Heard This One? Common Misconceptions about Policy Governance®*", and "*Responding to Common Misconceptions about Policy Governance®- Part 2*". The fourth article is another blog titled, "*Embracing Complexity*".

You will each receive a print copy of our Governance Reference Manual. It was shipped this week so it may not necessarily be available on Thursday.

You will also be receiving just before the start of workshop a PDF file with the handout copy of the PowerPoint presentation I will be using to have it available as a reference.

If you have any questions before next week, please feel free to contact me by email, rose@governancecoach.com, or by text: 613-539-1652.

A handwritten signature in black ink that reads 'Rose Mercier'.

Rose Mercier

Senior Consultant

WHY USE POLICY GOVERNANCE®?

by Richard Stringham

As a comprehensive, universal governing system, Policy Governance is unique among all other governing approaches. However, uniqueness is not a qualification for solving an organization's governance needs. The more important question is, "Why should we use Policy Governance?" What are the benefits of Policy Governance?

Benefits for Owners

Let's look at benefits through the lens of the organization's legal and moral owners. I'm a moral owner of several organizations in my community. Frankly, I haven't the time to carefully watch everything they're doing and weigh in on their options for decisions they need to make. I expect that the governing board is doing its homework and making informed decisions on behalf of the ownership, including me. However, I also expect they are making those decisions with the values that I and the rest of the ownership hold for the organization.

Collective Owners Values and Perspectives are Reflected

Boards that use Policy Governance know they need to be in an ongoing dialogue with sufficient members of their ownership so they can collect a fair representation of the diversity and pervasiveness of the owners' values.

When making policy decisions, these same boards are conscious that their policies should reflect what they have learned of their owners' values. This results in the values and concerns of ownership becoming embedded in the organization's upper-level decisions.

Owner-Desired Results are Achieved

As an owner I would expect the organization to effectively achieve the intended outcomes for the intended recipients and to do so efficiently. Doing anything less short-changes not only those intended recipients but also the ownership. Policy Governance not only requires operations to achieve these outcomes, but it also establishes an effective and efficient system for connecting the owners' values and concerns with the organizational outcomes created by employees and volunteers.

Owners are Informed

As an owner I would also expect the board to advise me with regard to what it has heard from the broad and diverse ownership, how it has integrated that perspective into its decisions, and to close the loop by informing me as to how well the organization has achieved those intended outcomes.

Benefits for the Board and CEO

Intriguingly, these benefits for the ownership also benefit both the board and the CEO.

Role Clarity

Clarity of roles is a hallmark of Policy Governance. A unique process of delegating authority and accountability to the CEO, board officers, and board committees minimizes confusion, unproductive duplication, gaps in responsibilities, and all of the associated frustrations.

Clarity of Expected Results and Boundaries

Boards that use Policy Governance are keenly aware that each of a superior's commands are open to further interpretation, regardless of how much conversation has taken place in determining the command.

Consequently, they develop policy to the level of specificity at which the Board is ready to accept any reasonable interpretation. In following that discipline, the board moves away from the inefficient and unproductive practice of expecting its subordinates to play "Mother may I."

Comprehensiveness Coupled with Brevity

The unique policy architecture of Policy Governance enables the board to put its arms around the entire organization, in a way that creates a manageable amount of content for the board. Developing policies in sizes beginning with the broadest policies in each of the four policy categories, and moving to more specific policies until the board is ready to accept any reasonable interpretation creates a relatively short set of policies that address almost every instruction the board needs to provide.

Rigorous Accountability

Given a finite number of clear and succinct policies, the board can require regular, rigorous monitoring of each of its policies creating a blanket of accountability. (Try doing that with a 200 page policy manual!)

Enables Operational Creativity and Responsiveness

The combination of reasonable interpretations, the unique policy architecture, and rigorous monitoring enables the board to safely empower the CEO by placing boundaries describing what would be unacceptable for operational performance rather than describing how the CEO should operate. This enables both empowerment and flexibility. The CEO can efficiently and nimbly respond in the event that plans aren't working, the environment has changed, or the organization has acquired different capabilities.

Smooth Transitions

Governing via a comprehensive set of policies also enables smoother transitions both at the board and at the CEO level. A comprehensive set of policies codifies the cumulative wisdom of the board. As board members change over time, the wisdom of previous boards is not lost, although the current board has the latitude to amend policies as needed. The board's commands (policies) need not change for a new CEO, although the board may monitor more frequently.

The Board's Value-Added

Fiduciary Responsibility Plus . . .

Protecting the organization's assets and avoiding unacceptable conditions and behaviour is necessary and, when applied with discipline, the policy structure, delegation methods, and monitoring system enable the board to fulfill these fiduciary duties efficiently as well as effectively. Where could the board add more value with the time thus gained?

Clarity About Organizational Results

Many boards focus on what their organizations should be doing without clearly stating what their organizations are for! In contrast, boards using Policy Governance focus on what effect the organization should produce, for whom, and what those effects are worth (efficiency and priorities). Policy Governance calls these "Ends" policies.

Ends policies describe the future that the organization will shape. This future is external to the organization because, quite simply, organizations don't exist for themselves! When boards determine these statements of the intended future, they are adding the greatest value that can be brought into the organization.

Strategic Foresight

Even better, the time freed up by a system that is clear on the fiduciary duties and the mechanisms to efficiently address those duties makes space for boards to regularly explore the future more deeply and broadly than if they are constantly making management decisions. The board has time to think strategically and exercise strategic foresight. This is the biggest long-term pay-off of using the Policy Governance system.

We opened with the premise that the board, on behalf of its ownership, should be ensuring that the organization is achieving results in an effective and efficient manner that reflects the owners' values. The Policy Governance system not only enables achievement of those external benefits, but also creates internal benefits for both the board and the CEO. When the system is fully applied, Policy Governance enables the board to better apply itself to creating the most value that it can: owners' values translated into results.



SHINGLES, SYSTEMS AND GOVERNANCE

by Andrew Bergen

Some time ago, we had the shingles replaced on our home by a new company in our community. When we received the invoice, we considered that everything must have been completed to the appropriate standards in order to keep the water outside rather than inside. It seemed to work. That is, until the wind started blowing from a particular direction during a rainstorm – months later. We attempted to get in touch with the company, but alas, we fell victim to the “fly by night” scheme. The company no longer existed and we had no recourse.

So we attempted to fix things ourselves. I thought we had been successful several times. In fact, the rest of that first summer the roof kept us dry during several rainstorms. But next spring arrived and sure enough, during the first rain of the season, the wind blew from that same, fateful direction and the water came in again. The nearest I could determine, the water was coming in from somewhere around the chimney.

I’m not much of a roofer. I know a little bit about construction and have even helped a crew shingle some houses in the past. However, I don’t understand the entire system of roofing. My piecemeal attempts at creating a dry house were completely ineffective.

During the last rainstorm, as the roof leaked again, we called a company in town that had been here for a long time. Within half an hour, they had someone on our roof and successfully repaired the problem. That shouldn’t have been surprising to me. We found someone who understood not only the way the shingles must be laid, but also how they interface with flashing around chimneys and such. We needed to ensure the whole system had integrity.

A system is described as “a set of connected things or parts forming a complex whole.” This means that each of the parts is part of something larger. Furthermore, it also implies that whatever that “something larger” is could not exist – or operate – without all of the smaller parts.

Policy Governance® fits this definition of a system. There are ten key principles that form the Policy Governance system and the removal of any one of these principles will result in the entire system not functioning to its potential – or not functioning at all.

We have seen many boards that claim to have adopted Policy Governance but have chosen to modify – or discard – parts of the system. This is usually because they have failed to understand the nature of the system, failed to see the importance of a principle, or not recognized how to customize the



The Governance Coach™ Near You...



As of this publication date, a member of The Governance Coach Team will be travelling to the following areas in 2017:

- January 7-8 New Orleans, LA
- January 30 - 31 Mistissini, QC
- February 14 Edmonton, AB
- February 16-17 Edmonton, AB
- February 22-23 Ft Lauderdale, FL
- February 24-27 Las Vegas, NV
- March 7-9 Eastmain, QC
- April 20 White Rock, BC
- May 3 Concordia, MO
- June 3-6 Toronto, ON
- June 22-24 San Diego, CA
IPGA Conference
- September 9-10 Cape Cod, MA
- September 19 Toronto, ON
- September 28-30 Edmonton, AB
- November 9-11 Toronto, ON

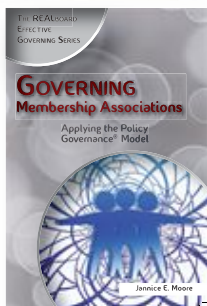
Share the cost of expenses!

If your organization would like to hold a Policy Governance® workshop or meet with a member of The Governance Coach™ team while they are in your area, please contact:

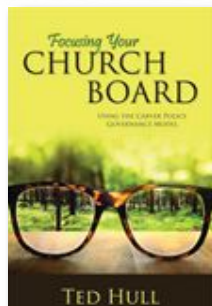
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system to fit their unique needs without compromising the principles. When their governance system runs into trouble, we have heard these same boards claim that Policy Governance does not work. That's a bit like stating, "architecture doesn't work" after I've chosen to install shingles without benefit of understanding the roofing system and find that my roof is leaking at the first sight of rain.

Wikipedia states, "Human-made systems are made to satisfy an identified and stated need with purposes that are achieved by the delivery of wanted outputs. Their parts must be related; they must be 'designed to work as a coherent entity' – otherwise they would be two or more distinct systems." (<https://en.wikipedia.org/wiki/System>)

Boards that apply Policy Governance with this understanding of system - a complex whole of integrated parts – will find success. The system is deliberately designed with the purpose of the board in mind. **The board exists**, not for itself, but to ensure results are achieved **on behalf of someone else** (the "moral owners") – those for whom the board holds the organization in trust. **The board is the connecting link** between the owners and the management.

A focus on the achievement of desired results is another paramount principle. The clear **statement of intended benefits for defined beneficiaries at a specified cost or worth** (called Ends) is a key contribution of the board. The remaining principles of Policy Governance are designed to help the board achieve its purpose.

In order to achieve clarity of direction towards that purpose, boards **speak "with one voice"** through written policies. These **policies are deliberately crafted**, starting with larger values, and then moving systematically to smaller level values.

Policy Governance boards **define limits** around conditions or activities that the board would find unacceptable for reasons of prudence or ethics – even if they worked to achieve the Ends. They **clearly delegate accountability** for achievement of the Ends to the CEO, again using policy to describe that process. The CEO is then empowered to use **any reasonable interpretation** of the board's policies, determining the most appropriate means to achieve the Ends, within the board-stated boundaries.

Having delegated achievement of the Ends to the CEO, boards do not then fade into the woodwork. They **rigorously and systematically monitor** both achievement of the Ends policies and compliance with the limiting policies to ensure continued compliance with Board stated values. Monitoring requires diligence and can be challenging. However, ignoring this principle leaves the organization open to unacceptable risk and potential failure.

Finally, the board crafts **policies describing its own processes and behaviour**, consistent with the principles noted above. The result is a complete system of individual parts designed to function as a whole. A more detailed description of these principles can be found on our website, in a document titled "Policy Governance® Source Document".

Boards have a fiduciary responsibility for the organization they hold in trust on behalf of the owners. The best way to fulfill this accountability is to ensure the whole system is in place, a system defined by the ten principles referred to above. To neglect any principle risks the proverbial rain pouring in through the cracks and damaging the effectiveness of the organization.

Have You Heard This One? Common Misconceptions about Policy Governance®

December 12, 2024 – Rose Mercier



These days, many are unhappy with misinformation about a subject they care about. Before social media boosted misinformation, “myths” often surrounded Policy Governance.

If you’ve spoken with board members or staff about adopting Policy Governance, you’ve likely heard one or more objections and misconceptions.

We also hear them. We decided to address these objections and misconceptions in webinars. We held the first one November 20th.

We know that not everyone can attend a webinar. We thought it would help to share how to respond if you hear any of the three misconceptions in this blog.

If someone says, “Board members can’t talk to staff”, you might respond as follows:

Policy Governance principles state that the board as a whole is in charge. The board does not duplicate delegation to more than one point. Based on those principles, boards using Policy Governance typically have a policy that states that nothing a board member says to staff has directive authority. For example:

“When interacting with staff, board members must recognize that individual board members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.”

The policy does not say that the board is prevented from “talking to”, “sharing ideas” or “having coffee with” or “hearing from” staff.

If, beside the CEO having the authority to direct staff, individual board members can also direct or instruct staff, this is confusing and inefficient. In the worst case, it produces conflict.

Policy Governance clarifies roles. It allows board members and staff to communicate, except for exchanges that would disrupt the board’s delegation to staff.

A common objection from board members is: “We don’t want to lose control of the organization.”” If you hear this, one way you can respond would be:

As the highest authority in the organization, the board needs to control everything. Obviously, that doesn’t mean that the board needs to make every one of the thousands of decisions being made in the organization. That would be ridiculous for a part-time board controlling a full-time operation.

You control all of the thousands of moving parts in your vehicle of one or two tons while hurtling down the road at 70 mph/110 kph. And you do so with just a few controls.

You also need a governance system that enables your board to control everything in the organization with just a few controls.

So, your board should focus on what matters: the right impact, for the right people, at the right worth. And to do so within the board’s appetite for risk.



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With Policy Governance, the board controls by getting its arms around the whole of the organization without getting its fingers in!

**Another common misconception is a fear that “Policy Governance gives the CEO too much power.”
You can try this as response:**

For the Board to effectively control the organization, it must define the limits of the CEO’s “power”. It determines what the organization is to achieve and the boundaries of prudence and ethics within which results are to be achieved.

Then it delegates to the CEO the authority to use a reasonable interpretation of its policies. Does the CEO have the authority or power to make all further decisions about how to produce the board-defined results within those limits? Yes. But it does not mean that the CEO has free reign.

The Board holds the CEO accountable for organizational results and conduct. The board, per a set schedule, rigorously assesses the evidence. It verifies that the organization’s results match a reasonable interpretation of its desired outcomes. It also verifies compliance with a reasonable interpretation of its limits on organizational conduct.

A more accurate statement is that the CEO has *sufficient* power to achieve results within the boundaries of prudence and ethics. AND the board requires proof that the CEO’s “power” is being used accordingly. I hope this helps you show your board a new view on their objections.



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Responding to Misconceptions and Objections About Policy Governance® – Part 2

January 23, 2025 – Rose Mercier



In mid-January, we held a second webinar. It addressed the objections and misconceptions often heard about Policy Governance®. We know not everyone can attend a webinar. As with the first webinar, we want to share ideas for how to respond to the three misconceptions, if you hear them.

If you hear a current or prospective board member saying, “Policy Governance is too rigid!” you might respond like this:

If someone thinks a board’s policies define Policy Governance, you can point out that it is, in fact, defined by 10 first principles. A board’s policies should align with those principles. But the principles are not driven by the policies.

The principles are foundational. Yet, the application of those principles can vary. There are principles that any board would be wise to follow. For example:

- The board is accountable to “those whose position is equivalent to that of a for-profit corporation’s shareholders.”
- The board is the highest authority within the organization.
- And the CEO has only one boss—the board—instead of each individual board member.

Some of the 10 principles are unique to Policy Governance. John Carver devised these principles to enable optimum delegation by the board to the CEO. As a result, the board can get its arms around the organization, without getting its fingers in. A board that has “fingers in” results in inefficient and ineffective operations.

The principles enable the board to determine the level of authority it gives the CEO. However, they do not specify where the boundaries for delegation to the CEO are. Rather, they state only that the board must set the boundaries. Neither are these boundaries set in stone. The principles enable the board to change them.

Some see Policy Governance as rigid because it limits board members from pursuing personal interests. But pursuing individual interests takes time away from rightful areas of the board’s responsibilities. As you expect professionals (e.g., doctors, lawyers) to attend to all areas in their scope of practice, so too should board members!

Some directors using Policy Governance object to the “negative language” in the Executive Limitations policies.” You might respond using some of the following points:

Negative language doesn’t always have a negative effect. If you have a biopsy on a tumor and the test for malignancy comes back negative—that’s positive.

Telling someone that they must do something hardly fosters a positive environment. Instead, telling the CEO what results to achieve and setting boundaries without telling the CEO what to do allows for flexibility and creativity while avoiding undue risk to the organization. It is also more efficient than prescribing how the CEO should achieve results.



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A board using Policy Governance directs the CEO to achieve Ends. It also says the CEO can use any means, except those the board deems unacceptable because they are imprudent or unethical, even if they would achieve the Ends.

Consider our use of 'don't do it' lists (e.g., don't speed). Imagine how much longer the Ten Commandments would be without negative language.

Can boundaries be set with positive language? Why not say, "The CEO shall ensure staff are treated fairly," instead of, "The CEO shall not allow unfair treatment of staff?" Both could be used as a boundary. But boards that use the former and similar statements for other boundaries tend to slide into more prescriptive statements over time.

In practice, positive statements tend to lead to the board playing the role of management consultant. Negative language safeguards against the natural, predictable, and accountability-destroying return to prescribing means. A board that tells the CEO what to do and how to do it can no longer hold the CEO accountable for the result produced. The board made the decision about means and is accountable for the outcome.

Another objection you might hear: "Policy Governance takes too much time to learn." You can use the following ideas to respond:

Some view governance as management one step up. So, they see management and governance as two parts of the same discipline. We disagree and see governance as ownership one step down. In other words, governance and management are distinct disciplines. Honing your management skills does not enhance your governance abilities.

Another way to think of this is that Policy Governance is a new technology for most, even though it's been around since the 1970s. Board members must be competent in using the system if the board is to maximize its benefits.

So, yes, there is a learning curve to using this technology. And it takes more time than engaging in aimless experimentation with the system. That is the investment needed to gain the system's benefits over a "best practices" approach to governance. Is the learning required too much time? Or is it the right amount?

If your board is grappling with any of these misconceptions, schedule a Discovery Call and see if we might be able to support you in your governance journey.

Consider registering for our virtual Introduction to Policy Governance® course. One module in the course dedicated exclusively to Executive Limitations. Our first course in 2025 starts February 5th, with two webinars on February 19th and March 12th.



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EMBRACING COMPLEXITY

- Posted by Rose Mercier, On November 25, 2021

I am reading an interesting book¹ about leading in times of crisis and change. While its messages are directed in large part to individual leaders, there are many lessons in it for governing boards. After all, effective boards are leading organizations where change is a constant and crises are not unknown.

Organizations are complex and operate within complex contexts. Most boards we work with recognize that the organizations which they govern have many interconnected parts that are continuously interacting. We want boards to embrace the position that leading effectively means developing a capacity for strategic foresight² – to better understand the inside and outside forces that might impact the moving parts of their organization. An appreciation for possible future scenarios helps boards develop insights about how their organizations can continue to be relevant into the future,, thus helping them craft wise strategic direction.

Boards engaged in this work – even many that aren't – realize that their organizations exist within contexts affected by many interconnected forces that are also continuously interacting. The real 'a-ha' in the latter realization is that a board is not always aware of the moving pieces outside of the organization, nor how they might be interconnected, nor how those parts might interact with the moving parts of the organization with which they are more familiar. And that is the marvel of complexity, a marvel that boards must embrace.

One insight about complexity in the book caught my attention: It is important for leaders to develop a big picture view of the system in which the organization operates **and** an understanding of the various individual forces operating within the system. How might a board do this?

A simple guideline for the board is to set out intentionally to know what it can. We encourage boards to schedule regular board education sessions that introduce or deepen their knowledge about anything that can affect the organization's future, its ability to achieve its Ends policies or future operational risks. Using the authors' categories for developing knowledge could be an interesting guide for planning board education:



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- *What you know you know*: for example, the need or legislated mandate for your organization.
- *What you need to learn more about*: For example, the growing reliance on data, the need for cybersecurity and insurance against loss, theft or damage of data. Being more knowledgeable translates into a sounder Executive Limitation for asset protection.
- *What you don't know about yet*: It is helpful to seek sources that publish future trends to discover areas that your board wants to learn more about as it builds its big picture view. A favourite of mine is the annual Ford Trend Report which provides a graphic report of trends affecting society. There are others – “Global Trends 2035” published by the National Intelligence Council, World Economic Forum’s recently published 16th edition of the “Global Risks Report,” to name only two.
- What I call the Donald Rumsfeld category – *the unknown unknowns*. This is the real work of strategic foresight: imagining how forces might interact in the future to impact the organization you are governing. This is not about predicting what might happen; it’s about imagining plausible futures based on thoughtful deliberation of your learnings.

Organizations are complex and operate within complex contexts. An intentional board education plan can help your board develop holistic and detailed pictures of the complexity in which it is governing. This type of leadership is essential in today’s organizations. Your board can’t possibly know with certainty what it’s going to happen in the future, but it can craft more informed future directions by embracing complexity.

If your board is looking to understand how to make more sense of the complexity in which you are governing or to develop plausible futures on which to base sound strategic direction, we would be happy to share our experience and expertise.

¹ *You’re It: Crisis, Change, and How to Lead When it Matters Most*. Leonard J. Marcus, Eric J. McNulty, Joseph M. Henderson, Barry C. Dorn. (Hachette Board Group, 2021)

² “*The capacity – personal, group and societal –to make and live by strategic commitments in the present that are wise and context-sensitive enough to survive context change and co-create a more desirable future*” – Ruben Nelson in 2015 presentation to The Governance Coach.



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BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.2 MCCA & ACCT GLI Conference Recaps 4.2.1 Bylaws Amendment Discussion
Description: (Concise explanation of the issue, item, or proposal)
Chairwoman Lake, Vice Chairman Heins, and I will discuss takeaways from the MCCA & ACCT GLI Conference (attended in December 2025) that could possibly suggest changes needed to the Board's Bylaws.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider MCCA & ACCT GLI information as it relates to the Board's Bylaws.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.3 Board's FY '27 Calendar / Work Plan Review
Description: (Concise explanation of the issue, item, or proposal)
Enclosed, please find a draft of the Board's FY '27 Calendar / Work Plan for the Board's consideration.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider the proposed Board's FY '27 Calendar / Work Plan.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON COLLEGE BOARD OF TRUSTEES FY 2027 CALENDAR / WORK PLAN

Purposes of Board Calendar/Work Plan:

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

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

1. The Board's planning and calendar cycle will conclude each year on the last day of June of each year in order that administrative budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision. Long-range planning will be addressed annually on a fiscal year basis. At its Spring Planning Session, the Board will develop its agenda for the ensuing one-year (i.e., fiscal year) period;
2. Education, input, and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the new fiscal year. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent board deliberation and decision-making; and
3. The sequence derived from this process for FY 2027 is as follows:

July 2026

MCCA Summer Conference (Mackinac Island, MI)

No Regular Meeting

August 2026

Regular Board Meeting: August 10, 2026

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Quarterly Financial Report

September 2026

Regular Board meeting: September 14, 2026

Agenda Items

- See FY 2027 Board Policy Reviewing & Monitoring Schedule



JACKSON COLLEGE BOARD OF TRUSTEES FY 2027 CALENDAR / WORK PLAN

October 2026

Regular Board Meeting: October 12, 2026

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule

ACCT Leadership Congress (October 23-26, 2024; Chicago, IL)

Board Fall Planning Session: October 29, 2026

November 2026

Regular Board Meeting: November 9, 2026

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Financial & IT Audit Report
- Information: CEO, CFO Audit Certifications
- Consideration of 2027 Board Meetings (10 Regular and 2 Planning Sessions)
- Consideration of Budget Adjustments (if needed)

December 2026

No Regular Meeting

January 2027

Regular Board Meeting: Date TBD

Agenda Items:

- Organized election for Board Offices (**Odd Years Only**)
- Code of Conduct Pledge
- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Consideration of Distinguished Service Award Nominations
- Quarterly Financial Report

February 2027

ACCT National Legislative Summit (February 7-10, 2027; Washington, DC)

Regular Board Meeting: Date TBD

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Consideration of Recipient of Distinguished Service Award
- Consideration of Recipient of Crockett Award
- Selection of Presenters for Commencement



JACKSON COLLEGE BOARD OF TRUSTEES FY 2027 CALENDAR / WORK PLAN

March 2027

Association of Governing Boards - National Conference on Trusteeship (March 13–15, 2027, Washington, DC)

Regular Board Meeting: Date TBD

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Consideration of FY 2028 Tuition and Fees

Spring Planning Session (may be held in March-April of each year)

- Consideration of Board's FY 28 Calendar / Work Plan

April 2027

Regular Board Meeting: Date TBD

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Quarterly Financial Report
- Pre-Audit

Spring Planning Session (may be held in March-April of each year)

- Consideration of Board's FY 28 Calendar / Work Plan

May 2027

Regular Board Meeting: Date TBD

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Budget Matters:
 - Truth in Budgeting Hearing
 - Consideration of Authorization to Levy
 - Consideration of FY 2028 Budget

June 2027

Regular Board Meeting: Date TBD

Agenda Items:

- See FY 2027 Board Policy Reviewing & Monitoring Schedule
- Selection of Representatives to the MCCA Board of Directors
- Review of CEO Contract and VEBA Trust Contributions
- Administrative Personnel Practices Manual/Compensation

FY 2026-27 BOARD POLICY MONITORING, REVIEWING, & INTERPRETATIONS SCHEDULE			
FY 2026-27 Board Meeting Date	Monitoring Reports Due	Policy Reviews Due () = Trustees Responsible for Recommendations	Interpretations Due
August 11, 2025	<p>Monitor EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-00 General Executive Limitations (CEO)</p> <p>Monitor EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p>	<p>(Donna Lake & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p> <p>Review Bylaws (every 5 years)</p> <p>Review BCD-03 Delegation to CEO</p> <p>Review BCD-04 Monitoring CEO Performance</p>	SKIP TO REARRANGE SEQUENCE
September 8, 2025	<p>Monitor EN-01 (#4) Board's ENDS (CSIRO / COS)</p>	<p>Review BCD-01 Unity of Control</p> <p>Review GP-05 Role of Vice Chair</p> <p>Review GP-08 Board & Committee Expenses</p>	SKIP TO REARRANGE SEQUENCE
October 13, 2025	<p>Monitor EN-01 (#5) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-01 Treatment of Learners (COO / CSSO / CAO / CHRO)</p> <p>Monitor EL-02 Treatment of Employees (COO / CHRO)</p>	<p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EN-01 (#1-3) Board's ENDS</p> <p>Review EL-00 General Executive Limitations</p> <p>Review EL-13 Use of Artificial Intelligences & Machine Learning</p>	SKIP TO REARRANGE SEQUENCE
November 3, 2025	<p>Monitor EL-04 Financial Conditions & Activities (CFO)</p> <p>Monitor EL-08 Communication & Support to the Board (CEO)</p>	<p>(Donna Lake & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p>	<p>Interpret EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Interpret EL-00 General Executive Limitations (CEO)</p> <p>Interpret EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p>

<p>January 12, 2026</p>	<p>Monitor EL-07 Compensation & Benefits (CHRO) Monitor EL-09 Organization Culture (COO / CSSO)</p>	<p>(Teshna Thomas & Matt Heins) Review EN-01 (#5) Board's ENDS Review EL-01 Treatment of Learners Review EL-02 Treatment of Employees Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p>	<p>Interpret EN-01 (#4) Board's ENDS (CSIRO / COS)</p>
<p>February 16, 2026</p>	<p>Monitor EL-10 Access to Education (CFO / CSSO) Policy elements dispersed into other policies (EL-01, EL-02, EL-05, EN-01 (#1-3)) & policy EL-13 was eliminated: Monitor EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p>	<p>(Donna Lake & Chris Simpson) Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board Review GP-14 Handling Operational Complaints Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p>	<p>Interpret EN-01 (#5) Board's ENDS (CSIRO / COS) Interpret EL-01 Treatment of Learners (COO / CSSO) Interpret EL-02 Treatment of Employees (COO / CHRO)</p>
<p>March 9, 2026</p>	<p>Monitor EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p>	<p>(Phil Hoffman & Danielle Mackey) Review EL-07 Compensation & Benefits Review EL-09 Organization Culture Review GP-00 Governance Commitment Review GP-01 Governing Style Review BCD-06 CEO Compensation</p>	<p>Interpret EL-04 Financial Conditions & Activities (CFO) Interpret EL-08 Communication & Support to the Board (CEO)</p>
<p>April, 20 2026</p>	<p>Monitor EL-12 Land Use (CFLO)</p>	<p>(George Page & Chris Simpson) Review EL-10 Access to Education Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair</p>	<p>Interpret EL-07 Compensation & Benefits (CHRO) Interpret EL-09 Organization Culture (COO / CSSO)</p>

		<p>Review GP-10 Investment in Governance</p> <p>Review BCD-00 Global Board-CEO Delegation Statement</p>	
May 11, 2026	<p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p>	<p>(Teshna Thomas & Matt Heins)</p> <p>Review EL-11 Mission-Support & Entrepreneurial Activity</p> <p>Review BCD-05 CEO Succession</p> <p>Review GP-03 Board Planning Cycle & Agenda Control</p> <p>Review GP-12 Board Linkage with External Organizations</p>	<p>Interpret EL-10 Access to Education (CFO / CSSO)</p>
June 8, 2026	<p>Monitor EL-03 Planning (CFO)</p>	<p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EL-12 Land Use</p> <p>Review GP-09 Board Code of Conduct</p>	<p>Interpret EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p>

FY 2026-27 BOARD POLICY MONITORING, REVIEWING, & INTERPRETATIONS SCHEDULE			
FY 2026-27 Board Meeting Date	Monitoring Reports Due	Policy Reviews Due () = Trustees Responsible for Recommendations	Interpretations Due
August 10, 2026	<p>Monitor EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-00 General Executive Limitations (CEO)</p>	<p>(George Page & Chris Simpson)</p> <p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p> <p>Review Bylaws (every 5 years)</p> <p>Review BCD-03 Delegation to CEO</p> <p>Review BCD-04 Monitoring CEO Performance</p>	<p>Review EL-12 Land Use</p>
September 14, 2026	<p>Monitor EN-01 (#4) Board's ENDS (CSIRO / COS)</p>	<p>(Teshna Thomas & Matt Heins)</p> <p>Monitor EL-03 Planning (CFO)</p> <p>Review BCD-01 Unity of Control</p> <p>Review GP-05 Role of Vice Chair</p> <p>Review GP-08 Board & Committee Expenses</p>	<p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p>
October 12, 2026	<p>Monitor EN-01 (#5) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-01 Treatment of Learners (COO / CSSO / CAO / CHRO)</p> <p>Monitor EL-02 Treatment of Employees (COO / CHRO)</p>	<p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EN-01 (#1-3) Board's ENDS</p> <p>Review EL-00 General Executive Limitations</p>	<p>Monitor EL-03 Planning (CFO)</p>
November 9, 2026	<p>Monitor EL-04 Financial Conditions & Activities (CFO)</p> <p>Monitor EL-08 Communication & Support to the Board (CEO)</p>	<p>(George Page & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p>	<p>Interpret EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Interpret EL-00 General Executive Limitations (CEO)</p>

<p>January 2027</p>	<p>Monitor EL-09 Organization Culture (COO / CSSO) Monitor EL-07 Compensation & Benefits (CHRO)</p>	<p>(Teshna Thomas & Matt Heins) Review EN-01 (#5) Board's ENDS Review EL-01 Treatment of Learners Review EL-02 Treatment of Employees Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p>	<p>Interpret EN-01 (#4) Board's ENDS (CSIRO / COS)</p>
<p>February 2027</p>	<p>Monitor EL-10 Access to Education (CFO / CSSO)</p>	<p>(Phil Hoffman & Danielle Mackey) Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board Review GP-14 Handling Operational Complaints Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p>	<p>Interpret EN-01 (#5) Board's ENDS (CSIRO / COS) Interpret EL-01 Treatment of Learners (COO / CSSO) Interpret EL-02 Treatment of Employees (COO / CHRO)</p>
<p>March 2027</p>	<p>Monitor EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p>	<p>(George Page & Chris Simpson) Review EL-09 Organization Culture Review EL-07 Compensation & Benefits Review GP-00 Governance Commitment Review GP-01 Governing Style Review BCD-06 CEO Compensation</p>	<p>Interpret EL-04 Financial Conditions & Activities (CFO) Interpret EL-08 Communication & Support to the Board (CEO)</p>
<p>April 2027</p>	<p>Monitor EL-12 Land Use (CFLO)</p>	<p>(Teshna Thomas & Matt Heins) Review EL-10 Access to Education Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair</p>	<p>Interpret EL-09 Organization Culture (COO / CSSO) Interpret EL-07 Compensation & Benefits (COO)</p>

		<p>Review GP-10 Investment in Governance</p> <p>Review BCD-00 Global Board-CEO Delegation Statement</p>	
May 2027	<p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p>	<p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EL-11 Mission-Support & Entrepreneurial Activity</p> <p>Review BCD-05 CEO Succession</p> <p>Review GP-03 Board Planning Cycle & Agenda Control</p> <p>Review GP-12 Board Linkage with External Organizations</p>	<p>Interpret EL-10 Access to Education (CFO / CSSO)</p>
June 2027	<p>Monitor EL-03 Planning (CFO)</p>	<p>(George Page & Chris Simpson)</p> <p>Review EL-12 Land Use</p> <p>Review GP-09 Board Code of Conduct</p>	<p>Interpret EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p>

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD-CEO DELEGATION: BCD-05 President & CEO Succession EXECUTIVE LIMITATIONS: EL-03 Planning
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.4 Board's Guide to Succession Planning
Description: (Concise explanation of the issue, item, or proposal)
Following a discussion with Chairwoman Lake, Vice Chairman Heins, and Trustee Thomas at the 03.09.26 policy pre-review meeting, enclosed is a statement of practice for the Board's consideration toward CEO succession planning.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider the proposed CEO Succession statement of practice.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
ENDS: EN-01 (#5) Board's ENDS
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.5 Millage Consideration & Campaign Discussion
Description: (Concise explanation of the issue, item, or proposal)
<p>I would like to propose the Board consider a millage campaign for the November 2026 ballot.</p> <p>For November 2026, the proposal deadline is 4:00P on 08.11.26.</p> <p>The Fall 2024 ballot language is below for reference:</p> <p style="text-align: center;"><i>Community College Jackson College Millage Proposal</i></p> <p style="text-align: center;"><i>This proposal will allow the college to restore its originally authorized charter millage rate of 1.33 mills on all property with the revenue of this proposal to be used for enhancing job training, job placement and professional trades education programs.</i></p> <p style="text-align: center;"><i>Shall the limitation on the amount of taxes originally established by election in 1964 which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mil (\$0.1973 per \$1,000 of taxable valuation) for a period of 10 years, from 2025 to 2034, inclusive, to provide funds for enhancing job training, job placement, and professional trades education programs; if this millage is approved and levied in full in 2025, it is estimated to raise approximately \$1,200,000 (this millage is to restore millage lost as a result of the reductions required by the Michigan Constitution of 1963)?</i></p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of a millage campaign for the November 2026 ballot.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Open Meetings Act – Act 267 of 1976
Subject: (Topic or focus for consideration)
12:00pm Board Lunch [No Board discussion/decisions]
Description: (Concise explanation of the issue, item, or proposal)
<p>In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the Board is present.</p> <p>As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA "<i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i>"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's lunch, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social lunch gathering, mid-way through the Board Spring Planning Session.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION

Action & Information Report

Board Meeting Date: April 30, 2026



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

Report Category:

Decision Request Information Only

Board Role Alignment: (Relevant Board Policy Quadrant and Number)

[BOARD-CEO DELEGATION: BCD-06 President Compensation](#)

Subject: (Topic or focus for consideration)

5.0 CEO Healthcare / VEBA Discussion

Description: (Concise explanation of the issue, item, or proposal)

As requested by the Board, this time is reserved for the Board to discuss aspects of the CEO's contract pertaining to the CEO's healthcare and VEBA contributions.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consider the aspects of the CEO's contract pertaining to the CEO's healthcare and VEBA contributions.

Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
6.0 College Updates 6.1 Student Achievement Imperative (SAI) – CEO Phelan / Dr. Valdez / Dr. Brown 6.2 Strategic Agenda Update/SAI Implications – Ashley Van Heest 6.3 Budget Alignment & Accounting Prioritization & Policy
Description: (Concise explanation of the issue, item, or proposal)
The College updates provided at the Board Spring Planning Session (as listed above) will be driven via presentations from yours truly and my JC colleagues Dr. Benjamin Valdez (VP, Student Achievement & Academics), Dr. Alytrice Brown (VP, Student Achievement and Student Support), Ashley Van Heest (Chief of Strategy), and Brendon Beer (JC Board of Trustees’ Legal Counsel). <u>Item 6.3:</u> I will review with the Board a proposed approach for budget expenditure prioritization that better serves the local taxpayer and will accommodate matters raised in Lansing. Please review this item that is Linked , as well as the enclosed examples.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the College Updates and ask presenters any questions the Board may have.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)

Jackson College
Expenditure Policy - Priority of Funds for Operations
Fiscal Year Ended 6/30/25 - Actual

General Fund Revenues

General Fund Revenue Sources

	Amount	%
Revenue:		
A. State Appropriations	\$ 16,002,388	29.87%
B. Tuition and Fees	\$ 29,782,150	55.60%
C. Other	\$ 1,064,589	1.99%
D. Property Taxes	\$ 6,715,716	12.54%
Total	\$ 53,564,843	100%

C. Other Revenue Detail	Amount
Federal grants/contracts	\$ 9,200
State & local grants/contracts	\$ 20,000
Pell	
Nongovernmental grants	\$ 33,789
Seminars workshops and other	\$ 480,673
Indirect cost recoveries	
Local community stabilization funding	
Contract Training	\$ 247,836
Gifts	
Net Investment Income	\$ 273,091
Realized/unrealized gains/losses	
Miscellaneous	
Total Other Fund 01	1,064,589

General Fund Expenditures

General Fund Total Expenses	Amount	%	Funding Priorities				
			A	B	C	D	Total
Instruction	\$ 16,022,907	31.26%	\$ 16,002,388	\$ 20,519			\$ 16,022,907
Instructional Support	\$ 2,414,635	4.71%		\$ 2,414,635			\$ 2,414,635
Student Services	\$ 7,318,057	14.28%		\$ 7,318,057			\$ 7,318,057
Information Technology	\$ 5,041,653	9.84%		\$ 5,041,653			\$ 5,041,653
Operations and Maintenance	\$ 7,081,732	13.82%		\$ 7,081,732			\$ 7,081,732
Public Service	\$ 432,701	0.84%		\$ 432,701			\$ 432,701
Institutional Administration	\$ 8,309,135	16.21%		\$ 7,472,853	\$ 836,282		\$ 8,309,135
Transfers for Debt/Plant	\$ 4,632,693	9.04%			\$ 228,307	\$ 4,404,386	\$ 4,632,693
Total	\$ 51,253,513	100%	\$ 16,002,388	\$ 29,782,150	\$ 1,064,589	\$ 4,404,386	\$ 51,253,513
Increase in Net Position	\$ 2,311,330		\$ 16,002,388	29,782,150	1,064,589	\$ 6,715,716	\$ 53,564,843
Additional Transfer to Plant	\$ (1,534,650)		\$ -	\$ -	\$ -	\$ (2,311,330)	\$ (2,311,330)
Modified increase (decrease) in Net Position	\$ 776,680						\$ 51,253,513
Net position (deficit), beginning of year	12,385						
Net position (deficit), end of year	\$ 789,065						

Jackson College
Expenditure Policy - Priority of Funds for Operations
Fiscal Year Ended 6/30/26 - Approved Budget

General Fund Revenues

General Fund Revenue Sources

	Amount	%	<u>C. Other Revenue Detail</u>	<u>Amount</u>
Revenue:			Federal grants/contracts	
A. State Appropriations	\$ 15,622,100	28.99%	State & local grants/contracts	
B. Tuition and Fees	\$ 29,687,330	55.09%	Pell	
C. Other	\$ 1,350,112	2.51%	Nongovernmental grants	
D. Property Taxes	\$ 7,227,118	13.41%	Seminars workshops and other	\$ 968,612
			Indirect cost recoveries	
Total	<u>\$ 53,886,660</u>	100%	Local community stabilization funding	
			Contract Training	\$ 221,500
			Gifts	
			Net Investment Income	\$ 160,000
			Realized/unrealized gains/losses	
			Miscellaneous	
			<u>Total Other Fund 01</u>	<u>1,350,112</u>

General Fund Expenditures

General Fund Total Expenses	Amount	%	Funding Priorities				
			A	B	C	D	Total
Instruction	\$ 16,031,662	29.75%	\$ 15,622,100	\$ 409,562			\$ 16,031,662
Instructional Support	\$ 2,415,954	4.48%		\$ 2,415,954			\$ 2,415,954
Student Services	\$ 7,322,055	13.59%		\$ 7,322,055			\$ 7,322,055
Information Technology	\$ 5,044,408	9.36%		\$ 5,044,408			\$ 5,044,408
Operations and Maintenance	\$ 7,085,601	13.15%		\$ 7,085,601			\$ 7,085,601
Public Service	\$ 432,937	0.80%		\$ 432,937			\$ 432,937
Institutional Administration	\$ 8,313,675	15.43%		\$ 6,976,813	\$ 1,336,862	\$ -	\$ 8,313,675
Transfers for Debt/Plant	\$ 7,240,368	13.44%			\$ 13,250	\$ 7,227,118	\$ 7,240,368
Total	<u>\$ 53,886,660</u>	100%	<u>\$ 15,622,100</u>	<u>\$ 29,687,330</u>	<u>\$ 1,350,112</u>	<u>\$ 7,227,118</u>	<u>\$ 53,886,660</u>
Total GF Budget	\$ 53,886,660		\$ 15,622,100	29,687,330	1,350,112	\$ 7,227,118	\$ 53,886,660
Transfers in (Out)	<u>\$ (7,240,368)</u>		\$ -	\$ -	\$ -	\$ -	<u>\$ -</u>
Total GF Expenses Excluding Transfers	\$ 46,646,292						\$ 53,886,660

Jackson College
Expenditure Policy - Priority of Funds for Operations
Fiscal Year Ended 6/30/27 - Draft Budget

General Fund Revenues

General Fund Revenue Sources

	Amount	%
Revenue:		
A. State Appropriations	\$ 15,615,033	27.30%
B. Tuition and Fees	\$ 32,987,368	57.67%
C. Other	\$ 1,179,300	2.06%
D. Property Taxes	\$ 7,421,600	12.97%
Total	\$ 57,203,301	100%

C. Other Revenue Detail	Amount
Federal grants/contracts	
State & local grants/contracts	
Pell	
Nongovernmental grants	
Seminars workshops and other	\$ 504,300
Indirect cost recoveries	
Local community stabilization funding	
Contract Training	\$ 500,000
Gifts	
Net Investment Income	\$ 175,000
Realized/unrealized gains/losses	
Miscellaneous	
Total Other Fund 01	1,179,300

General Fund Expenditures

General Fund Total Expenses	Amount	%	Funding Priorities				
			A	B	C	D	Total
Instruction	\$ 17,635,611	30.82%	\$ 15,615,033	\$ 2,020,578			\$ 17,635,611
Instructional Support	\$ 2,657,668	4.65%		\$ 2,657,668			\$ 2,657,668
Student Services	\$ 8,054,619	14.08%		\$ 8,054,619			\$ 8,054,619
Information Technology	\$ 5,549,095	9.70%		\$ 5,549,095			\$ 5,549,095
Operations and Maintenance	\$ 7,794,507	13.63%		\$ 7,794,507			\$ 7,794,507
Public Service	\$ 476,252	0.83%		\$ 476,252			\$ 476,252
Institutional Administration	\$ 9,145,448	15.99%		\$ 6,434,649	\$ 1,179,300	\$ 1,531,499	\$ 9,145,448
Transfers for Debt/Plant	\$ 5,890,101	10.30%				\$ 5,890,101	\$ 5,890,101
Total	\$ 57,203,301	100%	\$ 15,615,033	\$ 32,987,368	\$ 1,179,300	\$ 7,421,600	\$ 57,203,301
Total GF Budget	\$ 57,203,301		\$ 15,615,033	32,987,368	1,179,300	\$ 7,421,600	\$ 57,203,301
Transfers in (Out)	\$ (5,890,101)		\$ -	\$ -	\$ -	\$ -	\$ -
Total GF Expenses Excluding Transfers	\$ 51,313,200						\$ 57,203,301

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-02 Treatment of Employees
Subject: (Topic or focus for consideration)
7.0 Closed Session – Collective Bargaining Negotiations*
Description: (Concise explanation of the issue, item, or proposal)
As provided by Public Act 15.268, Section 8, Sub-section (c) for strategy and negotiation sessions connected with the negotiation of a collective bargaining agreement, I hereby request closed hearing at this time for the above purpose as it relates to the contract negotiations with the staff union.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Affirm the request and move to closed session.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
 Board Meeting Date: April 30, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control
Subject: (Topic or focus for consideration)
8.0 Plus/Delta & Next Board Meeting Topics
Description: (Concise explanation of the issue, item, or proposal)
<p>This item on the agenda provides the Board the opportunity to give the Board Chairwoman and the CEO feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.</p> <p>This time is also available to help the Board anticipate topics for the Board's next regular meeting (05.11.26). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <ul style="list-style-type: none"> Excellence Minutes: TBD Policy Review: EL-11 Mission Support & Entrepreneurial Activity Policy Review: BCD-05 CEO Succession Policy Review: GP-03 Board Planning Cycle & Agenda Control Policy Review: GP-12 Board Linkage with External Organizations Evidence Review: EL-05 Asset Protection Evidence Review: EL-06 Investments Interpretations Assessment: EL-10 Access to Education Pre-Audit CEO Monitoring Compliance Schedule & Summary College Feature: TBD Next Board Meeting Topic
Requested Board Action: (If any)
Review this meeting and anticipated topics for the next Board meeting.

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: April 30, 2026



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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-13 Special Rules of Order
Subject: (Topic or focus for consideration)
9.0 Adjourn *
Description: (Concise explanation of the issue, item, or proposal)
Board action is required to adjourn the meeting.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Meeting adjournment.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)