

Jackson College Board of Trustees Meeting

Regular Meeting

May 11, 2026 06:30 PM



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(*) Indicates a roll-call item



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 MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
5:45pm Board Dinner [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 "does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social dinner gathering, prior to the regular Board meeting.
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 MEETING
Action & Information Report
Board Meeting Date: May 11, 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, & Safety Tailboard
Description: (Concise explanation of the issue, item, or proposal)
Chairwoman Lake 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”. Following the Pledge, if there are new guests present, CEO Phelan will lead the room through a safety tailboard briefing for the newly remodeled Boardroom, as well as for visitors to the College.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Come to order, stand, recite the Pledge of Allegiance to the United States, and receive the safety briefing.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



Board of Trustees Safety Tailboard

Jackson College - Potter Center Boardroom

Complete at the start of the meeting. Assign emergency roles, confirm locations, and review first actions.

Meeting Snapshot:

Date: <u>_05.11.26_____</u>	Time: <u>_6:31P_____</u>	Chair: <u>_Donna Lake__</u>	Meeting lead: <u>_Dr. Phelan__</u>
Recorder: <u>_K.E. Book_____</u>	Weather: <u>_____</u>	Security #: <u>_740.7986_____</u>	Shelter area: <u>_Bathrooms_____</u>

Emergency Role Assignments:

Role	Assigned To	Key Direction / Location
Call 911	_____	Give location and nature of emergency
Call Security	_____	Campus security / switchboard
Bring AED	_____	AED location: <u>_PC 2nd FL Grand Staircase entrance_____</u>
Guide EMS	_____	Meet responders at entrance: <u>_Bookstore_____</u>
Lead evacuation	_____	Route: <u>_Bookstore Tower to exit__</u> Rally point: <u>_Clocktower</u>
Lead shelter	_____	Move to shelter area listed above

Critical Locations:

Nearest EMS entrance: __Bookstore_____

First aid kit: _President's Officer, Break Room_____

Fire extinguisher: _PC BR Secondary Door_____

Person needing mobility/access support today:

Immediate Actions:

- Medical: Call 911, call Security, bring AED, clear area, guide EMS in.
- Fire/smoke: Evacuate, assist others, move to assembly point, take attendance.
- Severe weather: Move to shelter area away from glass and open-span spaces.
- Threat/violence: Call 911 and Security. Lock, barricade, or evacuate as safe.

Reviewed by meeting lead: _____ Date: _05.11.26_____

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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.)



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Action & Information Report
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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...the rest of the meeting is dedicated to the Board doing its own work, in a public setting. 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>REMINDER: 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><u>The Chairwoman reads the following statement prior to persons offering comment and it is expected to be adhered to by persons wishing to address the Board:</u> <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.)



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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 3.2 Board Comments & CEO Comments 3.2.1 Pre-Audit 3.2.2 Future Signaling
Description: (Concise explanation of the issue, item, or proposal)
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda content and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p> <p>However, board policy and good governance practice notes that this is not an occasion to make comments / respond to the attending public, as this is a meeting of the Board, not the public. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees.</p> <p>Sarah Townsley of the Board’s auditing firm Rehmann will be in attendance to present the engagement letter and the Professional Services Plan (linked here) for the upcoming audit. Rehmann’s Josh Sullivan will also attend virtually.</p> <p>Lastly, CEO Phelan requests board discussion on this future signaling item: https://www.aacc.nche.edu/2026/04/14/strategic-compass-2035/</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive non-action item comments from members and/or the CEO.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



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Action & Information Report
 Board Meeting Date: May 11, 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)
3.0 Communications 3.3 Excellence Minute: 2026 Student Achievement Day – Zak McNitt
Description: (Concise explanation of the issue, item, or proposal)
<p>For this month’s Excellence Minute, we welcome Registrar / Director of Jackson College Lenawee to provide some highlights of the 2026 Student Achievement Day (Jackson College’s Commencement Day).</p> <p>He’ll provide a few data points for your consideration regarding the preparation that results in this grand event.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the highlight and ask any questions.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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-11 Board Linkage with Ownership
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.1 Ownership Linkage Update
Description: (Concise explanation of the issue, item, or proposal)
CEO Phelan continues to pursue a meeting with Henry Ford Jackson Hospital's Board in accordance with the Board's FY '26 – FY '28 Ownership Linkage schedule: <u>FY'26</u> <ul style="list-style-type: none"> • In-depth Interviews – Interviewees: <ul style="list-style-type: none"> ○ Accelerate Jackson County Board (10.13.25) ○ Jackson Community Foundation Board (data share) ○ Henry Ford Jackson Hospital Board (scheduling) <u>FY'27</u> <ul style="list-style-type: none"> • In-depth Interviews – Proposed interviewees: <ul style="list-style-type: none"> ○ Summit Township (Regarding upcoming community engagement, Keith Everett Book and Ashley Van Heest will be presenting JC updates at the Summit Township 05.12.26 Board meeting.) ○ Conglomerate of Townships – (at their meeting) <u>FY'28</u> <ul style="list-style-type: none"> • County Owners Survey – Owners respond by prioritizing a group of suggested strategies that the College could execute.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Review the Board's current Ownership Linkage activity.



BOARD OF TRUSTEES MEETING
Action & Information Report
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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)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.1 Bylaws Consideration *
Description: (Concise explanation of the issue, item, or proposal)
<p>Enclosed for the Board's consideration are proposed changes to the Board's Bylaws, as discussed at the 04.30.26 Board Spring Planning Session and collected afterward by Keith Everett Book and I. There is a marked up version followed by a version with proposed changes incorporated.</p> <p>If there are other recommendations for the By-Laws, we can also consider them at this time on the agenda. As suggested by Trustee Heins, once these changes are voted upon, I recommend that we adhere to the 5-year pause on considering other changes.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider implementation of changes to the Board's Bylaws.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON COLLEGE BOARD OF TRUSTEES ~~BY-~~ LAWSBYLAWS

Title: ~~By-Laws~~Bylaws

Date Adopted: 11.11.94

Version: 20.0

Date Last Reviewed: 11.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Vice Chairwoman Lake,
Trustee Simpson

Summary:

The Bylaws provide the legally binding, foundational governance framework for Jackson College. They establish the rules, procedures, and standards that guide the work of the Board of Trustees and support the College's operation as a public institution. Their purpose is to ensure that the College is governed with transparency, accountability, legal compliance, and fidelity to its mission.

The Bylaws address high-level governance matters, including the composition and election of the Board of Trustees, the roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, conflict-of-interest expectations, and procedures for amendment. In doing so, they provide clarity, continuity, and organizational integrity while allowing the Board to adapt appropriately to changing educational, legal, and regulatory conditions.

Consistent with Jackson College's use of Policy Governance, the Bylaws should remain focused on the highest level of board authority and governance structure. They should not function as an operational manual, but rather as the governing instrument that defines the Board's legal foundation, preserves role clarity, and supports effective governance on behalf of the community.

Bylaws provides a legally binding foundational governance framework for Jackson College, delineating the rules, procedures, and guidelines that govern its operations and the conduct of its board of trustees. Their primary purpose is to ensure that the College operates with transparency, accountability, and in alignment with our mission and

~~values. Bylaws typically cover a wide scope, including the composition and election of the Board of Trustees, roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, and conflict of interest policies. They also outline procedures for amendments, ensuring adaptability to evolving educational and regulatory landscapes. By providing clear guidelines, bylaws help maintain organizational integrity, promote effective governance, ensure compliance with legal and regulatory requirements, and are focused only on the highest level of governance issues.~~

By-lawsBylaws:

The enclosed ~~by-laws~~Bylaws shall constitute the structure, operation and responsibilities of Trustees in conducting formal business matters at its regular monthly board meetings for Jackson College.

1. Name of the Organization:

- a. The legal and official name of the organization shall be Jackson College.

Governance Methodology:

2. The Jackson College Board of Trustees shall govern using the Policy Governance model developed by John Carver. The Board shall govern primarily by defining Ends, establishing Executive Limitations, setting Governance Process policies, defining Board-President delegation, and monitoring organizational and presidential performance against those policies.

2.3. Officers:

- a. The organizational meeting for election of officers shall be ~~held on the day and~~ at the time ~~and in the manner~~ prescribed by applicable law.

~~The officers of the Board shall be the Board Chair and Vice Chair. Officers shall be elected as prescribed by law and by majority vote of the full Board. Each officer shall serve a two-year term and shall perform the duties assigned by these Bylaws, Board policy, and the Board. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the duties of the office and such other functions as are designated by the Board of Trustees.~~

b.

3.4. Duties of Officers:

- a. The ~~Chairperson~~Board Chair of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. ~~He or she~~The Board Chair shall appoint all committees, as needed, unless otherwise directed by the Board. The Board Chair shall be responsible for ensuring that Board meetings and Board processes are conducted in accordance with

these Bylaws, Board policy, applicable law, and the Board's adopted governance methodology. The Board Chair shall also serve as the Chief Governance Officer (CGO) under Policy Governance.

b. The ~~Vice Chairperson~~ Board Vice Chair shall perform the duties of the Chairperson Board Chair in the absence of the ~~Chairperson~~ Board Chair. He/she shall perform other functions and duties as designated by the Board.

~~b. Board officers shall not be subject to term limits. Officers may be re-elected to successive terms, provided they are elected in accordance with these Bylaws and applicable law.~~

c. No Board Officer shall have authority to act on behalf of the Board, direct the President and CEO, or commit the Board to any position or action except as expressly authorized by the Board.

4.5. Censure, Officer Removal, and Member Discipline

a. Board Member Censure:

Purpose

The Board of Trustees may censure a member for conduct that violates the Board's Code of Conduct, Ethics Policy, or other adopted board standards.

Definition

Censure is a formal, public statement of disapproval regarding a Trustee's behavior. It does not carry any legal penalty, nor does it remove the Trustee from office.

Procedure

1. A written resolution of censure may be submitted by any Trustee to the Board Chair or placed on the agenda in accordance with board policy.
2. The Board member subject to censure shall be given notice and an opportunity to respond before action is taken.
3. The resolution must state the specific conduct and policies or standards that were violated.
4. A vote of majority of the full Board (not just those present) is required for adoption of a censure.
5. The censure shall be entered into the official Board minutes.

b. Removal of Board Officers

Removal from an officer position shall not affect the Trustee's elected status as a member of the Board.

Authority

The officers of the Board (i.e., Chair, Vice Chair) shall serve at the pleasure of the Board.

Grounds for Removal

A Board officer may be removed for:

- Failure to perform officer duties as outlined in Board policy or bylaws.
- Violation of the Board's Code of Conduct.
- Conduct detrimental to the integrity or function of the Board.

Procedure

1. A motion for officer removal may be submitted by any Board member.
2. The officer shall be notified in writing and given an opportunity to respond.
3. A vote of majority of the full Board is required to remove an officer.
4. Upon removal, the Board may immediately elect a replacement for the unexpired term.

b.c. Board Rebuke (Informal Public Criticism)

Purpose

Rebuke refers to a public statement made by the Board expressing concern or disapproval, without formally censuring a member.

Procedure

1. A statement of concern may be made by any Board member during public deliberation or as part of a resolution.
2. The member may respond but is not entitled to a formal hearing.
3. The rebuke may be noted in the minutes but does not constitute formal disciplinary action.

e.d. Limitations on Board Authority to Remove Members

Elected Trustees

Consistent with Michigan law, the Board of Trustees does not have the authority to remove an elected Board member. Any such action must occur through:

- Judicial removal for misconduct or neglect of duty under MCL 168.327,
- or
- Recall process under MCL 168.951–975.

Appointed Trustees

For appointed Trustees, removal authority resides with the appointing authority, unless otherwise stated by law or appointment terms.

56. Meetings

~~Meetings of the Board shall be noticed and conducted in accordance with the Michigan Open Meetings Act and other applicable law. All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.~~

a. **Regular Meeting Dates:** ~~The Board shall annually adopt a schedule of regular meetings. Unless otherwise approved by the Board, regular meetings shall be held on the second Monday of each month at 6:30 p.m. No regular meetings shall be scheduled in July or December unless approved by the Board. All Regular Board Meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.~~

b. **Regular Meeting Location:** Unless otherwise directed by the Board, ~~all~~ Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201.

c. **Special Meetings:** Special meetings may be called as authorized by law, these Bylaws, or Board policy. ~~Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the special meeting.~~

~~d. **Notices:** Notice of special meetings shall be provided to Trustees and the public in the manner and within the time required by law. Trustee notice may be provided by electronic mail or other method authorized by Board policy. Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.~~

d.

~~Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.~~

e. **Attendance at Meetings and Remote Participation:** All members of the Board ~~should use every reasonable effort to~~ are expected to attend all meetings of the Board of Trustees in person. Remote participation may occur

~~only to the extent permitted by the Michigan Open Meetings Act or other applicable law. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under circumstances allowed by the Michigan Open Meetings Act.~~

- f. **Place of Meetings:** Unless otherwise directed by the Board, and permitted by law, all ~~Board~~ meetings will be held within the College chartered service area~~district~~ of Jackson County.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees ~~shall be is~~ limited to two hours. A majority vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.

6. **Other Electronic or Remote Communications:**

Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions, or matters which could result in a Board decision.

This requirement applies at all times, including, by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. **Committees of the Board:**

~~The Board may establish committees only to assist the Board in performing its governance responsibilities. Board committees shall not exercise authority over the President and CEO or staff, shall not interfere with delegated operational authority, and shall report recommendations to the full Board unless otherwise authorized by the Board. The Board of Trustees may authorize committees as deemed necessary. Committees shall report recommendations to the Board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.~~

8. **Minutes of Proceedings:**

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board ~~Chairperson~~Board Chair, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be ~~bound and~~ kept ~~in by~~ the Office of the President and CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the President and CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote (or other voting methodology as outlined within these Bylaws) of the members of the Board. ~~A meeting of less than a quorum in attendance may adjourn to a future Board meeting. No official action shall be taken without a quorum present and without the affirmative vote required by law, these Bylaws, or Board policy.~~

11. **Compensation and Expenses:**

~~Trustees shall receive no compensation for service on the Board. No member of the Board of Trustees may receive any compensation for any services rendered to the College District.~~ Expenses of Board Members shall be reimbursed in accordance with Board statements of practice.

12. **Transaction of Business:**

~~The Board shall transact business only at a legally convened meeting. No individual Trustee, Officer, or Board Committee has authority to act on behalf of the Board unless expressly authorized by the Board. The Board speaks with one voice through its adopted motions, policies, and official actions. The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.~~

13. **Order of Business:**

The Board shall establish its regular order of business through Board policy, consistent with applicable law and the Board's adopted governance methodology Policy Governance, and operate within this agenda structure. The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Declaration of Conflict of Interest
- 3.0 Communications
 - [3.1 Future Signaling](#)
 - [3.2 Excellence Minute](#)
- 4.0 Ownership Linkage
- 5.0 Consent/Required Approvals Agenda
 - [5.1 Adoption of Minutes](#)
 - [5.2 Policy Reviews](#)
 - [5.45.3 Policy Interpretation Assessments](#)
- 6.0 Items for Decision
- 7.0 Monitoring President and CEO Performance
- 8.0 Information Requested by the Board
 - [8.1 College Feature](#)
- 9.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 10.0 Meeting Content Review
- 11.0 Adjourn

14. Amendments:

These ~~by-laws~~Bylaws are reviewed no less frequent than every five5 years and may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board (with the exception of 'Governance Methodology', which would require 100% majority to change).

15. Rules of Order:

The latest edition of *Robert's Rules of Order* Newly Revised, and which sections pertain to "small board rules", shall govern the Board in its deliberations, except where it is inconsistent with these Bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. Public Participation at Board Meetings:

Meetings of the Board of Trustees are meetings to conduct the business of the Board unto itself. These meetings shall be open for public attendance in accordance with the Michigan Open Meetings Act. Public communications to the Board of Trustees shall be exclusively addressed to the Board during the designated public comment section near the beginning of the meeting. At no

other time during the meeting will public comment be received or solicited by the Board.

~~Individuals wishing to speak are encouraged to complete a public comment request form before the meeting to assist with orderly administration of the public comment period. The Board requires that individuals wishing to speak at a meeting complete a communication request form provided on the College's website and at the door of the Boardroom. This completed form is to be presented to the College Chief of Staff no later than five minutes prior to the meeting.~~

In cases of ~~emergency~~urgency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board ~~Chairperson~~Chair will allot each speaker a maximum of ~~five~~three minutes, unless the time is modified by a majority vote of the Board.

If a large group wishes to communicate the same message, ~~a maximum of 30 minutes will be allotted per topic, unless this time allotment is modified by a majority vote of the Board.~~ ~~t~~The Board Chairperson~~Board Chair~~ may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The ~~Chairperson~~Board Chair also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

~~A maximum of 30 minutes for public comment will be allotted on the agenda, per Board Meeting, unless this time allotment is modified by a majority vote of the Board. The Board may opt to establish a subsequent meeting given solely to the consideration of expanded public comment.~~

Public comments shall be received by the Board without ~~debate, or~~ individual ~~commentary response,~~ or other engagement from Board members.

The Board ~~Chairperson~~Board Chair will inform speakers that their comments will be taken under advisement. This process ensures that public input is respected while maintaining the orderly conduct of Board meetings.

17. Governance Methodology:

~~The Jackson College Board of Trustees shall govern using the Policy Governance model developed by John Carver. The Board shall govern primarily by defining Ends, establishing Executive Limitations, setting Governance Process policies, defining Board President delegation, and monitoring organizational and presidential performance against those policies. The Jackson College Board of Trustees shall utilize Policy Governance model of governance (also known as the Carver Model of Governance, or the John Carver Model) practices in undertaking its work as a board.~~

18. **Indemnification**

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

19. **Continuity of Governance:**

~~To support continuity of governance, Trustees should avoid unnecessary concentration of Board members in the same mode of transportation. No more than three Trustees should travel together in the same vehicle, aircraft, vessel, or similar conveyance unless approved by the Board Chair or required by circumstances. To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).~~

20. **Filling of Board Member Vacancies for an Unexpired Term:**

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select [up to](#) the top three (3) for on-site interviews; 3) Conduct on-site interview(s); 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws Bylaws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO

8/14/23	16.0	<p>Significant edits during annual review to the following sections:</p> <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO
8.12.24	18.0	Clarifying language added. Public participation stipulations further defined. Super-majority requirement for making amendments to the bylaws added.	CGO
8.11.25	19.0	Censure, Officer Removal, and Member Discipline added. Order of Business amended.	CGO
11.17.25	20.0	Addition of Bylaws review no less than every 5 years. Reference to Board's Statements of Practice added to "Compensation & Expenses", along with clarifying language added to "Public Participation at Board Meetings".	CGO



JACKSON COLLEGE BOARD OF TRUSTEES BYLAWS

Title: Bylaws
Date Adopted: 11.11.94

Version: 20.0
Date Last Reviewed: 11.17.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
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Trustee Simpson

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Bylaws:

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- a. The legal and official name of the organization shall be Jackson College.

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3. Officers:

- a. The organizational meeting for election of officers shall be at the time and in the manner prescribed by applicable law.
- b. The officers of the Board shall be the Board Chair and Vice Chair. Officers shall be elected as prescribed by law and by majority vote of the full Board. Each officer shall serve a two-year term and shall perform the duties assigned by these Bylaws, Board policy, and the Board.

4. Duties of Officers:

- a. The Board Chair of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. The Board Chair shall appoint all committees, as needed, unless otherwise directed by the Board. The Board Chair shall be responsible for ensuring that Board meetings and Board processes are conducted in accordance with these Bylaws, Board policy, applicable law, and the Board's adopted governance methodology. The Board Chair shall also serve as the Chief Governance Officer (CGO) under Policy Governance.
- b. The Board Vice Chair shall perform the duties of the Board Chair in the absence of the Board Chair. He/she shall perform other functions and duties as designated by the Board.

Board officers shall not be subject to term limits. Officers may be re-elected to successive terms, provided they are elected in accordance with these Bylaws and applicable law.

- c. No Board Officer shall have authority to act on behalf of the Board, direct the President and CEO, or commit the Board to any position or action except as expressly authorized by the Board.

5. **Censure, Officer Removal, and Member Discipline**

a. Board Member Censure:

Purpose

The Board of Trustees may censure a member for conduct that violates the Board's Code of Conduct, Ethics Policy, or other adopted board standards.

Definition

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3. The resolution must state the specific conduct and policies or standards that were violated.
4. A vote of majority of the full Board (not just those present) is required for adoption of a censure.
5. The censure shall be entered into the official Board minutes.

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Removal from an officer position shall not affect the Trustee's elected status as a member of the Board.

Authority

The officers of the Board (i.e., Chair, Vice Chair) shall serve at the pleasure of the Board.

Grounds for Removal

A Board officer may be removed for:

- Failure to perform officer duties as outlined in Board policy or bylaws.
- Violation of the Board's Code of Conduct.
- Conduct detrimental to the integrity or function of the Board.

Procedure

1. A motion for officer removal may be submitted by any Board member.
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Rebuke refers to a public statement made by the Board expressing concern or disapproval, without formally censuring a member.

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1. A statement of concern may be made by any Board member during public deliberation or as part of a resolution.
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- or
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- b. **Regular Meeting Location:** Unless otherwise directed by the Board, regular meetings shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201.
 - c. **Special Meetings:** Special meetings may be called as authorized by law, these Bylaws, or Board policy.
 - d. **Notices:** Notice of special meetings shall be provided to Trustees and the public in the manner and within the time required by law. Trustee notice may be provided by electronic mail or other method authorized by Board policy.
 - e. **Attendance at Meetings and Remote Participation:** All members of the Board are expected to attend all meetings of the Board of Trustees in person. Remote participation may occur only to the extent permitted by the Michigan Open Meetings Act or other applicable law.
 - f. **Place of Meetings:** Unless otherwise directed by the Board, and permitted by law, all meetings will be held within the College chartered district of Jackson County.
 - g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
 - h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees is limited to two hours. A majority vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.
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This requirement applies at all times, including, by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

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7. **Committees of the Board:**

The Board may establish committees only to assist the Board in performing its governance responsibilities. Board committees shall not exercise authority over the President and CEO or staff, shall not interfere with delegated operational authority, and shall report recommendations to the full Board unless otherwise authorized by the Board.

8. **Minutes of Proceedings:**

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Board Chair, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be kept by the Office of the President and CEO, as well as posted on the College website.

9. **Records Available:**

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the President and CEO during regular office hours.

10. **Quorum:**

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote (or other voting methodology as outlined within these Bylaws) of the members of the Board. A meeting of less than a quorum in attendance may adjourn to a future Board meeting. No official action shall be taken without a quorum present and without the affirmative vote required by law, these Bylaws, or Board policy.

11. **Compensation and Expenses:**

Trustees shall receive no compensation for service on the Board. Expenses of Board Members shall be reimbursed in accordance with Board statements of practice.

12. **Transaction of Business:**

The Board shall transact business only at a legally convened meeting. No individual Trustee, Officer, or Board Committee has authority to act on behalf of the Board unless expressly authorized by the Board. The Board speaks with one voice through its adopted motions, policies, and official actions.

13. Order of Business:

The Board shall establish its regular order of business through Board policy, consistent with applicable law and Policy Governance, and operate within this agenda structure:

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Declaration of Conflict of Interest
- 3.0 Communications
 - 3.1 Future Signaling
 - 3.2 Excellence Minute
- 4.0 Ownership Linkage
- 5.0 Consent/Required Approvals Agenda
 - 5.1 Adoption of Minutes
 - 5.2 Policy Reviews
 - 5.3 Policy Interpretation Assessments
- 6.0 Items for Decision
- 7.0 Monitoring President and CEO Performance
- 8.0 Information Requested by the Board
 - 8.1 College Feature
- 9.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 10.0 Meeting Content Review
- 11.0 Adjourn

14. Amendments:

These Bylaws are reviewed no less frequent than every five years and may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board (with the exception of 'Governance Methodology, which would require 100% majority to change).

15. Rules of Order:

The latest edition of *Robert's Rules of Order Newly Revised*, and which sections pertain to "small board rules", shall govern the Board in its deliberations, except where it is inconsistent with these Bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. Public Participation at Board Meetings:

Meetings of the Board of Trustees are meetings to conduct the business of the Board unto itself. These meetings shall be open for public attendance in accordance with the Michigan Open Meetings Act. Public communications to the Board of Trustees shall be exclusively addressed to the Board during the designated public comment section near the beginning of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.

Individuals wishing to speak are encouraged to complete a public comment request form before the meeting to assist with orderly administration of the public comment period. In cases of urgency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chair will allot each speaker a maximum of three (3) 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 Chair may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Board Chair also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

A maximum of 30 minutes for public comment will be allotted on the agenda, per Board Meeting, unless this time allotment is modified by a majority vote of the Board. The Board may opt to establish a subsequent meeting given solely to the consideration of expanded public comment.

Public comments shall be received by the Board without debate, or individual response, or other engagement from Board members.

The Board Chair will inform speakers that their comments will be taken under advisement. This process ensures that public input is respected while maintaining the orderly conduct of Board meetings.

17. Indemnification

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

18. Continuity of Governance:

To support continuity of governance, Trustees should avoid unnecessary concentration of Board members in the same mode of transportation. No more than three (3) Trustees should travel together in the same vehicle, aircraft, vessel, or similar conveyance unless approved by the Board Chair or required by circumstances.

20. Filling of Board Member Vacancies for an Unexpired Term:

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select up to the top three (3) for on-site interviews; 3) Conduct on-site interview(s); 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff

3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone Bylaws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO
8/14/23	16.0	Significant edits during annual review to the following sections: <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO
8.12.24	18.0	Clarifying language added. Public participation stipulations further defined. Super-majority requirement for making amendments to the bylaws added.	CGO
8.11.25	19.0	Censure, Officer Removal, and Member Discipline added. Order of Business amended.	CGO

11.17.25	20.0	Addition of Bylaws review no less than every 5 years. Reference to Board's Statements of Practice added to "Compensation & Expenses", along with clarifying language added to "Public Participation at Board Meetings".	CGO
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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.2 Millage Consideration *
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. For November 2026, the proposal deadline is 4:00P on 08.11.26. The Fall 2026 draft ballot language is also below for consideration:</p> <p style="text-align: center;"><i>Community College Jackson College Millage Restoration 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 workforce training and professional trades programs. These funds will not be used for employee wages or employee benefits, and only for educational equipment and related campus facility support.</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 2027 to 2036, inclusive, to provide funds for enhancing workforce training and professional trades programs;. These funds will not be used for employee wages or employee benefits, and only for educational equipment and related campus facility support. If this millage is approved and levied in full in 2026, 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 MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
BOARD-CEO DELEGATION: BCD-06 President Compensation
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.3 CEO Healthcare / VEBA Consideration *
Description: (Concise explanation of the issue, item, or proposal)
<p>As requested by the Board, this time is reserved for the Board to consider aspects of the CEO’s contract pertaining to the CEO’s healthcare and VEBA contributions.</p> <p>Mr. Joe Miller of Miller Financial Services, the managing agent of this VEBA vehicle, will be present to discuss the design of the instrument and provide recommendations for a reasonable funding level.</p> <p>Recall that if these funds are not used, they revert to the College.</p>
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 MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
<p>GOVERNANCE PROCESS: GP-01 Governing Style EXECUTIVE LIMITATIONS: EL-10 Access to Education EXECUTIVE LIMITATIONS: EL-11 Mission Support & Entrepreneurial Activity GOVERNANCE PROCESS: GP-03 Board Planning & Agenda Control GOVERNANCE PROCESS: GP-12 Board Linkage with External Organizations BOARD-CEO DELEGATION: BCD-05 CEO Succession BYLAWS</p>
Subject: (Topic or focus for consideration)
<p>6.0 Consent / Required Approval Agenda 6.1 Adoption of Minutes 6.1.1 Regular Board Meeting, Dated 04.20.26 * 6.1.2 Board Spring Planning Session, Dated 04.30.26 * 6.2 Policy Review 6.2.1 Executive Limitations 6.2.1.1 EL-11 Mission Support & Entrepreneurial Activity– Policy Review * 6.2.2 Governance Process 6.2.2.1 GP-03 Board Planning Cycle & Agenda Control– Policy Review * 6.2.2.2 GP-12 Board Linkage with External Organizations – Policy Review * 6.2.3 Board-CEO Delegation 6.2.3.1 BCD-05 CEO Succession – Policy Review * 6.2.3.2 Board’s Guide to Succession Planning Consideration * 6.3 Interpretations Assessment 6.3.1 EL-10 Access to Education – Interpretations Assessment *</p>
Description: (Concise explanation of the issue, item, or proposal)
<p>Linked are the minutes (04.20.26 & 04.30.26) of the most recent meetings of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: May 11, 2026

Please note that, by State law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.

Enclosed for their regular reviews are Board Executive Limitations Policy EL-11 Mission Support & Entrepreneurial Activity, and Board Governance Process Policies GP-03 Board Planning Cycle & Agenda Control and GP-12 Board Linkage with External Organizations, and Board-CEO Delegation Policy BCD-05 CEO Succession to which policy pre-review Trustees (Chairwoman Lake, Vice Chairman Heins, Trustee Thomas) and I recommend edits.

In relation to policy BCD-05 CEO Succession, enclosed (both a marked up version and an edits incorporated version) for adoption is the statement of practice for the Board's succession planning. Enclosed also is the President & CEO Succession in Uncertain Times Case Study that the pre-review Trustees used to test the policy itself and their understanding thereof BCD-05 CEO Succession.

Lastly, enclosed for the Board's assessment are my revised interpretations for Board Executive Limitation policy EL-10 Access to Education.

PLEASE NOTE: The Board may approve / assess all of these as a whole or pull items from this agenda item for in-depth discussion.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consideration of approving Board Meeting Minutes 04.20.26 and 04.30.26; approval of Executive Limitations policy EL-11 (as amended); approval of Governance policies GP-03 and GP-12 (as amended); approval of Board-CEO Delegation policy BCD-05 (as amended); and assessment of my interpretations of Executive Limitations policies EL-10 as reasonable.

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



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Mission-Support & Entrepreneurial Activity

Policy Number: EL 11

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 02.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake
Vice Chairman Heins
Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

When engaging in mission-support and entrepreneurial activities, the CEO shall not engage in such activities that is/are inconsistent with ENDS of the Board.

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

1. Engage in any mission-support or entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.
2. Engage in mission-support or entrepreneurial activities that do not meet at least one of the following criteria:
 - 2.1 Contributes directly to the achievement of ENDS;
 - 2.2 Contributes to alignment and partnerships with organizations;
 - 2.3 Enhances student learning opportunities;
 - 2.4 Strengthens the position of the College as an innovative leader and as a member of the League for Innovation, particularly in areas that may provide new market opportunities;
 - 2.5 Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and
 - 2.6 Generates revenue from alternative sources that support the sustainability of the College, and supports a business model redesign.

3. Enter into any grant funding arrangement that does not support the achievement of at least one of the ENDS, or contemplate required general fund matching, legal liabilities and/or institutional scaling beyond the conclusion of the grant.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
3.8.21	2.0	Relevant content from eliminated EL-11 added.	CEO / CEO
12.16.21	2.0	Renamed EL-11 (instead of EL-13, to assist with numerical ordering.)	CEO / CEO
2.13.23	2.0	Regular Review - Approved	CEO
2.12.24	3.0	Regular Review – Reference to League for Innovation added	CGO
2.17.25	4.0	Regular Review – Title and reference added to “mission-support”	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Planning Cycle and Agenda Control

Policy Number: GP 03

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 05.12.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake
Vice Chairman Heins
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

To accomplish its job products with a Policy Governance style consistent with Jackson College Board of Trustees' policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work. The Board of Trustees shall:

1. Maintain control of its own agenda by developing an annual schedule.
 - 1.1. Review ENDS policy(ies) in a timely fashion which allows the CEO to build an institutional budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ENDS.
 - 1.2. Maintain an Ownership Linkage methodology linkage with the Ownership to gain a representative mix of Owner values, perceptions and expectations, prior to the above review.
 - 1.3. Engage in regular education and professional development related to Policy Governance, as well as the development and revision of ENDS as needed. The Board will consider including environmental scanning, review of professional articles and publications, conference attendance, participation in presentations by thought leaders or experts, and activities which develop strategic foresight and inform ENDS.
 - 1.4. Consider risk assessment, including the probability of risks, and the relative impact of particular risks, as background context for policy review.
 - 1.5. Conduct a review of selected Executive Limitations, Governance Process and Board – CEO Delegation policies, consistent with an annual schedule that includes all Board policies.

- 1.6. Conduct a self-evaluation of the Board's own compliance with selected Governance Process and Board – CEO Delegation policies, consistent with the schedule in the policy *Investment in Governance* such an evaluation will constitute the Board's MEANS and governance performance monitoring.
- 1.7. Ensure the documentation of monitoring compliance by the CEO with Executive Limitations and ENDS policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
- 1.8. Attend two planning sessions annually, one held no later than November, the second held no later than May.
- 1.9. Ensure that no later than June, the College's tuition, fee-setting, and the levy and collection of taxes is presented in an annual budget for approval by the Board.
2. Based on the outline of the annual schedule, the Board delegates to the Board Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened by the Chair. Screening questions shall include:
 - 2.1 Clarification as to whether the issue clearly belongs to the Board or the CEO.
 - 2.2 Identification of what category an issue relates to ENDS, Executive Limitations, Governance Process, Board-President Delegation.
 - 2.3 Review of what the Board has already said in this category (i.e., via policy review), and how the current issue is related.
3. Throughout the year, the Board will work to limit the number of, and attend to Required Approvals Agenda items, as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda. Deliberation, if any, will only be in regard to whether or not the CEO's decision complies with relevant Board policies.
4. The Board shall cause to have developed a Board Calendar/Work Plan. Said document shall:
 - 4.1 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;
 - 4.2 Ensure compliance with College Board Policies which require monitoring reports to, and/or action, by the Jackson College Board of Trustees; and
 - 4.3 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.

5. To accomplish its job outputs with a Policy 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:

5.1 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;

5.2 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.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.10.23	2.0	“Careholdership” replaced “Ownership” throughout the document.	CEO
4.15.24	3.0	Omission of schedules, omission of a Summer Retreat, and clarifying statements added.	CGO
5.12.25	3.0	Regular Review – no edits.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with External Organizations

Policy Number: GP 12

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 05.12.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake
Vice Chairman Heins
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees shall identify other organizations, with which it requires good working relationships, in order to share and enhance its role as Owner representative in determining the most appropriate ENDS.

1. The Board shall establish mechanisms for maintaining open communication with federal, state, local governing bodies, as well as other public and private entities regarding ENDS. Such mechanisms may include, but are not limited to:
 - 1.1 Inviting representatives of those organizations to Jackson College Board meetings;
 - 1.2 Meeting jointly with other Boards on occasion;
 - 1.3 Engagement in Board Planning Sessions; and
 - 1.4 Written and/or virtual communications.
2. For organizational memberships relevant to Policy Governance, the Board shall consider the merits of membership in other organizations annually.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
04.15.24	2.0	Additions: Engagement in Board Planning Sessions; written and/or virtual communications.	CGO
05.12.25	2.0	Regular Review – no edits.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: President & CEO Succession

Policy Number: BCD 05

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 05.12.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake
Vice Chairman Heins
Trustee Thomas

BOARD-CEO DELEGATION STATEMENT:

In its role of assuring organizational performance and continuity, the Board shall take action upon the extended absence of the President & CEO to ensure continuity of leadership and operations of the College and, when necessary, an orderly transition in President & CEO succession.

For purposes of this policy statement, the Board's appointment of an 'Acting President & CEO' is a temporary assignment wherein an existing College employee is temporarily relieved of their current job duties and assumes the responsibilities of the President & CEO, typically due to the President & CEO's short-term absence. The 'Acting' individual in this role is responsible for maintaining the continuity of academic and administrative functions. This role generally persists for a brief duration, ranging from a few weeks to several months, after which the Acting employee is permitted to return to their original role.

By contrast, an 'Interim President & CEO' refers to a temporary but often longer-term appointment where an individual (either an internal employee, an external consultant, or other hire) fills the President & CEO's administrative and academic role, during a defined period of transition. This occurs typically after the current President & CEO has vacated the position and before a permanent replacement is found. Unlike acting roles, the interim position involves full and complete authority and responsibilities of the role under Policy Governance, including strategic decision-making and College leadership. The tenure of an interim appointment can range from several months to over a year, depending on the College's needs and the time taken to find a permanent successor.

Short- and Long-Term Absences

1. The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the President & CEO will return to their position once the events that precipitated the absence are resolved. Any absence longer than six months is considered to be a long-term absence.
2. Should an absence of the President & CEO arise, the Board will meet as soon as feasible at a special or regular meeting. The Board will review the President & CEO's most recent reasonable interpretation for Executive Limitation EL-3 #9.2 and consider the President & CEO's recommendation for selection of an executive staff to assume Acting President duties. The Acting President will have a full suspension of their normal duties during this temporary period and will be returned to normal duties upon the conclusion of the Acting period.
 - 2.1. If any of the executive staff, designated by the President & CEO, is unable or unwilling to serve as the Acting President & CEO, the Board may engage a different executive staff member.
3. The Board will appoint an Acting President & CEO.
4. The Acting President & CEO will have direct accountability to the Board of Trustees and provided with those additional and temporary requirements for communication, decision-making authority, and operations as deemed by the Board.
 - 4.1. Specifically, the Board will determine if it wishes to amend its Executive Limitations policy regarding areas of significant organizational risk and/or increase the frequency of performance monitoring for any policy or any part of any policy for the period of the absence.
5. In addition to monitoring Acting President & CEO performance through the normal cycle of monitoring reports, as well as other formative requirements, the Board may provide a summative performance assessment of the Acting President & CEO at agreed upon intervals.
6. The Board will determine compensation for the Acting appointment and establish a temporary contract to that end.
7. Immediately upon the appointment of the Acting President & CEO taking effect, the Board Chair will ~~notice~~ notify staff, Trustees, the Foundation Board, the Jackson Preparatory and Early College Board, key civic and organizational leaders, as well as Jackson College employees of the President & CEO's absence and the temporary delegation of authority.
8. In the event that the President & CEO's absence is determined by the Board to be longer and cannot reasonably be expected to be undertaken by an Acting President & CEO, the Board may choose to return the Acting President & CEO to their normal duties upon the election and appointment of an Interim CEO.

Commented [TT1]: Who assumes the normal duties of the executive staff?

Commented [TT2]: notify

- 8.1. The Interim President & CEO will possess the same authority and accountability as the President & CEO, being held to the same Policy Governance standards and accountabilities as the President & CEO who is on leave of college duties.
- 8.2. The Interim President & CEO will continue in the role until such time as the President & CEO who is on leave either returns from said leave or notifies the Board of Trustees of a request for permanent leave, as outlined in the Return from Absence section of this policy (below):

Return from Absence

- 9. The Board and the President & CEO shall mutually decide upon the schedule for return to the position.
 - 9.1. A reduced schedule for a set period of time is allowed with a commitment of working towards full-time schedule.
- 10. In the event that either the short-term or long-term absence entails a medical or other event rendering performance in the position untenable by the President & CEO, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the interim appointment.
- 11. In the event that the President & CEO notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Trustees, will develop a plan for recruitment and selection.
 - 11.1. Service as Acting or Interim President & CEO shall not preclude said person from being considered by the Board for permanent appointment as College President & CEO.
- 12. Regardless of the process used, only the Board as a whole will approve the person to be appointed as the next permanent President & CEO.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
04.10.23	1.0	Regular Review – Approved	CEO
04.15.24	2.0	Regular Review – definitions and terms of acting and interim CEO added.	CGO
05.12.25	2.0	Regular Review – no edits.	CGO

President & CEO Succession in Uncertain Times

While driving back from a conference together, the CEO and a member of the college's executive staff are involved in an automobile accident. Recovery times for both are uncertain, but it is unlikely that either person will be able to perform their duties to the college for several weeks, if not months, as they recover. To complicate the situation, the injured executive staff member is one of the two that had been preparing to assume operation of the college in the CEO's absence and the other such executive staff member had recently left the college after taking an employment offer from another institution.

What is the appropriate action for the board to take in these extraordinary circumstances?

Does any part of the scenario represent a failure of either the board or CEO to adhere to existing policies?

Are there any modifications that could be made to existing policies to prevent such a scenario from happening?



Jackson College Board of Trustees

Statement of Practice (SOP) **{Draft}**

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Presidential Continuity and Succession Upon Retirement, Incapacity, Death, or Other Permanent Separation

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Purpose:

The purpose of this Statement of Practice ([SOP](#)) is to describe how the Jackson College Board of Trustees will practically apply Board Policy BCD 05, President & CEO Succession, when the President & CEO separates from the College through retirement, death, permanent incapacity, or another circumstance that creates either a planned or sudden vacancy in the [P](#)residency of Jackson College.

This Statement of Practice does not replace BCD 05. Rather, it provides practical guidance for how the Board should act in real circumstances, including both orderly retirement and emergency succession. BCD 05 already establishes the Board's responsibility to assure organizational performance and continuity during an extended absence or transition, distinguishes between an Acting President & CEO and an Interim President & CEO, and confirms that only the Board, acting as a whole, appoints the permanent President & CEO.

This SOP is intended to help the Board act with unity, steadiness, compassion, clarity, and fidelity to Policy Governance during one of the most consequential governance moments any college can face...[and for me too ☺](#).

Foundational Understanding:

Under Jackson College's Policy Governance model, the President & CEO is the Board's [single-sole](#) employee. The Board governs through Ends, Executive Limitations, Monitoring,

and delegation. The President & CEO leads and manages the College within that delegated authority.

During a presidential transition, this distinction becomes especially important. The Board must govern the transition without attempting to manage the College or its employees. Its role is to assure continuity of executive authority, protect the College's Mission and Ends, communicate with discipline, and appoint temporary and permanent presidential leadership as needed.

A Presidential transition may occur through two general pathways:

1. Planned transition: Retirement, resignation with advance notice, or mutually understood separation.
2. Emergency transition: Sadly, death, sudden incapacity, serious illness, accident, disappearance, or another unexpected event that prevents the President & CEO from performing the duties of the office.

Both pathways require Board action. The difference is timing, tone, communication sequence, and urgency.

Guiding Principles

The Board of Trustees should be guided by the following principles, which reflects Policy Governance Practice:

1. The College must never be without clear executive authority;
2. The Board, operating as a whole, owns the presidential succession process;
3. The Board Chair facilitates the process but does not replace the Board;
4. The President & CEO remains the Board's single-sole employee until the Board appoints an Acting, Interim, or permanent successor;
5. In the event of death or permanent incapacity, the Board must act quickly, compassionately, and formally to appoint temporary executive authority;
6. Trustees should receive the same essential information at the same time;
7. The Board should speak with one voice, through the Board Chairperson, once decisions are made;
8. The Board should honor the President as a person while fulfilling its fiduciary and governance responsibility to Jackson College;
9. The transition should protect Jackson College's students, employees, trustees, Foundation Board, JPEC Board, correctional education partners, governmental partners, donors, civic leaders, and the broader community; and
10. The transition should preserve momentum around the College's Ends, Strategic Agenda, TCS2, Student Achievement Imperative, Maroon and Gold Standards, workforce mission, early college partnerships, correctional education, and future readiness.
- ~~10~~11. The Board should continuously operate under the 10 principles of Policy Governance.

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Definitions for Practice:

For purposes of this Statement of Practice (SOP):

Planned Transition means a circumstance in which the President & CEO provides advance notice of retirement or resignation and remains able to perform the duties of the office for some period of time.

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Emergency Transition means a circumstance in which the President & CEO is suddenly unable to perform the duties of the office because of death, serious accident, medical incapacity, sudden permanent disability, or another unexpected circumstance.

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Acting President & CEO means a short-term temporary appointment, ordinarily from among existing executive leadership, to preserve continuity during a temporary absence or while the Board determines next steps.

Interim President & CEO means a temporary but longer-term appointment during a period of presidential vacancy or transition before the next permanent President & CEO is appointed.

Permanent President & CEO means the person formally appointed by the Board as the next ongoing chief executive of Jackson College.

I. Planned Retirement or Resignation:

When the President & CEO informs the Board Chair of an intended retirement or resignation, the Board Chair should promptly confer with the President regarding:

- The intended retirement or separation date;
- The preferred timing of communication;
- Whether a brief period of confidentiality is needed;
- Contractual, legal, financial, or practical issues;
- The President's willingness to assist with transition planning on a short-term or long-term basis;
- Major institutional priorities requiring continuity;
- Whether an Interim President & CEO may be needed; and
- The timing of trustee, employee, community, and public notification.

The Board Chair should then inform all Trustees as soon as reasonably possible. The Board Chair should avoid developing a transition plan with only a subset of Trustees unless specifically authorized by the Board.

At the next appropriate regular or special meeting, the Board should formally acknowledge the planned transition and establish the succession process.

II. Immediate Board Actions in a Planned Transition:

After notice of planned retirement or resignation, the Board should:

1. Acknowledge the President's notice;:-
2. Establish and communicate a general transition timeline;:-
3. Determine if the outgoing president can provide support to the College, the Board, and the next president for the short-term or long-term as a consultant or other role;
4. Determine whether the College can move directly from the current President to the next permanent President;:-
5. Determine whether an Interim President & CEO will be needed;
6. Decide whether to use a national search firm, community college search partner, or other search process;:-
7. Determine whether the process will be conducted by the full Board, a Board transition committee, or a search committee;:-
8. Clarify how employees, students, Trustees, Foundation members, JPEC representatives, community partners, and others may provide input;:-
9. Confirm that appointment authority remains solely with the Board;:-
10. Review BCD 05 and this Statement of Practice.
11. Confirm emergency succession readiness in case the planned transition is interrupted; and-
12. Approve a communication plan.

III. Emergency Transition: Death, Incapacity, or Sudden Permanent Vacancy:

If the President & CEO dies, becomes permanently incapacitated, or is otherwise suddenly unable to perform the duties of the office, the Board Chair shall take immediate steps to protect continuity of executive authority and institutional confidence.

The Board Chair should, as quickly as circumstances permit:

1. Confirm the facts to the extent possible.
2. Notify all Trustees.
3. Confer with legal Office of General Counsel and the Chief Governance Officer or appropriate executive staff of Staff.
4. Call a special meeting of the Board as soon as feasible.
5. Determine whether immediate temporary authority must be recognized before formal Board action can occur.
6. Prepare an initial communication plan.
7. Protect the privacy and dignity of the President and the President's family.

8. Prepare the Board to appoint an Acting President & CEO or Interim President & CEO.

In the event of death, the first Board response must be both human and institutional. The Board should express grief and gratitude, support the President's wife and family, and assure the College community that leadership continuity is being addressed.

IV. Immediate Emergency Appointment:

In an emergency transition, the Board should meet as soon as feasible to appoint an Acting President & CEO.

The appointment should be made formally by Board action. If time is of the essence, the Board may call a special meeting consistent with applicable laws, Board By-Laws, Policies and and Board procedures.

The Acting President & CEO should be given clear authority to:

- Maintain continuity of College operations;
- Lead Executive Council;
- Communicate with employees;
- Make necessary operational decisions;
- Maintain safety and security;
- Continue critical student services;
- Preserve budget, payroll, financial aid, and compliance functions;
- Support Board communication;
- Represent the College externally as needed; and
- Prepare for a possible Interim President & CEO appointment.

• Such authority must be exercised by the Acting President and CEO within the confines of Executive Limitations Policies and ENDS Policies. The Board may wish to make adjustments to Executive Limitation Polices as deemed prudent.

The Acting President & CEO should understand that this appointment is temporary and does not automatically determine who will serve as Interim or permanent President & CEO.

V. Emergency Communication Sequence:

In the event of the President's death or sudden permanent incapacity, communication must be prompt, accurate, compassionate, and disciplined.

The general sequence should be:

1. President's wife and family, if not already informed and as appropriate.
2. Board of Trustees.
3. Legal counsel and Chief Governance Officer of Staff.
4. Executive Council.

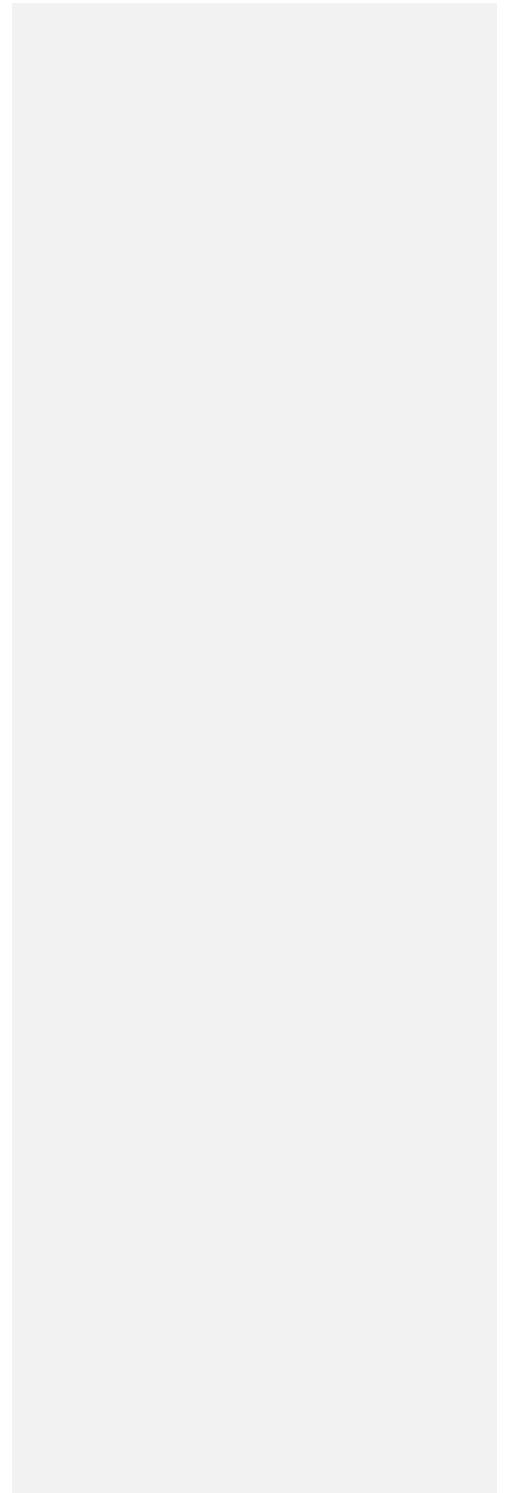
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5. Key presidential office staff.
6. Employees.



- 7. Foundation Board.
- 8. Jackson Preparatory and Early College Board.
- 9. Key external partners, including governmental, donor, civic, correctional education, and K-12 partners.
- 10. Students, as appropriate.
- 11. Public and media.

The Board Chair should continue to serve as the principal voice of the Board. Other Trustees should refrain from separate public statements unless coordinated through the Board Chair.

A possible initial message in the event of death might read:

“With profound sadness, the Jackson College Board of Trustees shares the passing of President Daniel J. Phelan. President Phelan served Jackson College with extraordinary commitment, vision, and love for students, employees, and the broader community. He was just a good guy. Our first thoughts are with his family and loved ones. The Board is also mindful of its fiduciary responsibility to ensure continuity of leadership for the College. Consistent with Board Policy, the Board will meet to appoint temporary presidential leadership and will communicate further as appropriate. Jackson College is strong, its mission is clear, and the work of serving students and the community will continue.”

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A possible initial message in the event of serious incapacity might read:

“The Jackson College Board of Trustees has been informed that President Daniel J. Phelan is presently unable to perform the duties of President & CEO due to a serious medical matter. The Board’s first concern is for President Phelan and his family. At the same time, the Board is acting under its succession policy to assure continuity of leadership and operations. The College will continue serving students, employees, and the community without interruption.”

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VI. From Acting to Interim President & CEO:

After the immediate emergency appointment, the Board should determine whether the circumstances require an Interim President & CEO.

An Acting President & CEO may be appropriate for the first days or weeks after a sudden event. However, if the President has died, is permanently incapacitated, or will not return, the Board should move deliberately toward appointment of an Interim President & CEO.

The Interim President & CEO should-must have full presidential authority and accountability under Policy Governance. The Interim President becomes the Board’s single employee for the period of interim service and is accountable to the Board for organizational performance and compliance with Executive Limitations.

The Board may appoint individuals with a variety of experiences including:

- One of the ~~two~~-~~four~~ recommended EC members previously provided by the president;
- ~~A~~a current executive leader;
- ~~A~~a retired community college president;
- ~~A~~an experienced external interim executive;
- ~~A~~a former president or senior higher education leader;
- ~~a~~Another individual the Board determines is qualified.

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Before appointment, the Board should clarify:

- ~~T~~erm of service;
- ~~C~~ompensation;
- ~~S~~cope of ~~A~~authority;
- ~~C~~ommunication expectations;
- ~~M~~onitoring expectations;
- ~~E~~ligibility to apply for the permanent presidency;
- ~~W~~hether the person will return to a former role, if internal;
- ~~W~~ho will assume the Interim President's prior duties, if applicable.

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VII. Emergency Succession Bench:

The Board may wish to not depend upon only one ~~or two~~ ~~or three~~ ~~or four~~ possible successors, especially if he is incapacitated or decided with the other two members recommended

To avoid this vulnerability, the President & CEO should maintain a confidential emergency succession bench identifying four possible internal leaders who may be able to serve temporarily as Acting President & CEO.

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The bench should be reviewed by the President with the Board:

- ~~A~~nnually;
- ~~W~~henver BCD 05 is reviewed;
- ~~W~~hen an executive officer leaves the College;
- ~~W~~hen the President announces retirement;
- ~~w~~hen a major reorganization occurs;
- ~~w~~hen the Board Chair changes;
- ~~D~~uring periods of significant institutional risk.

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The succession bench should identify:

1. Potential Acting President & CEO designees.
2. Their current roles.
3. Their readiness level.
4. Any immediate support they would need.
5. Who could temporarily assume their normal duties.

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6. Key risks associated with their temporary appointment.
7. Whether an external interim option should be considered.

Note: This leadership bench is not a succession promise. It does not bind the Board. It is a continuity tool to help the Board act quickly and responsibly.

VIII. Role of the Retiring President in Planned Transition:

In a planned transition, the retiring President & CEO should remain focused on leading Jackson College until the final date of service, unless the Board determines otherwise.

The President may appropriately assist by:

- Preparing a transition memorandum;
- Identifying major priorities and risks;
- Briefing the Board on significant pending decisions;
- Preparing Executive Council for transition;
- Helping preserve key community, donor, governmental, workforce, correctional education, JPEC, Accelerate Jackson, and K-12 relationships, as well as national relationships.
- Ensuring that institutional records and presidential materials are organized;
- Advising the Board if requested,
- Taking needed actions that may provide a better entry experience for the new President & CEO

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The retiring President should not control the search process, select the successor, or restrict the Board's discretion. The selection of the next President belongs to the Board.

IX. Continuity Briefing

In either a planned or emergency transition, the Board should receive a continuity briefing as soon as practical.

In a planned transition, the briefing should be prepared by the President.

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In an emergency transition, the briefing should be assembled by Executive Council, the Chief Governance Officer, the Chief of Staff, legal counsel, or other appropriate senior leaders.

The briefing should address matters pertaining to:

- Current strategic priorities;
- Strategic Agenda status;
- TCS2 and Student Achievement Imperative priorities;
- Enrollment issues;
- Budget and current financial position, including long-term debt obligations;

- Financial aid risks;
- The current status of labor relations;
- All significant legal matters;
- Accreditation and compliance status with HLC and other secondary accreditors;
- Foundation priorities;
- The status of donor relationships;
- The status of governmental relations and current lobbying initiatives;
- Correctional education responsibilities with the MDOC;
- Early college and JPEC matters pertaining to the Board's Authorizer role;
- Active and planned capital projects;
- ~~Applied Technology Center development;~~
- Housing and student life census and related activities;
- Relevant workforce partnerships;
- AI, data, and technology initiatives;
- Safety and security operational status;
- Communications needs both internally and externally;
- Pending Board decisions from previous meetings and planning sessions.;
- Matters requiring presidential attention within 30, 60, and 90 days.

The Board receives this information for governance continuity only, not operational management.

X. Search for the Next Permanent President & CEO:

After stabilizing leadership through an Acting or Interim appointment, the Board should determine the process for selecting the next permanent President & CEO.

The Board should begin with the question: _

What leadership does Jackson College require for its next era? The presidential profile should minimally address (external consultants can assist with this process):

- Commitment to the public community college mission;
- Understanding and facility with ef Policy Governance;
- Ability to work with a policy-focused Board;
- Commitment to student achievement, completion, transfer, and workforce outcomes;
- Ability to lead through demographic, technological, financial, political, and cultural change;
- Understanding of community college finance and budgeting;
- Experience with labor relations;
- Knowledge of accreditation and compliance;
- Ability to work with Trustees, employees, students, donors, legislators, employers, and community leaders, et.c.;
- Appreciation for Jackson College's identity, history, and regional role;

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- ~~Ability to continue lead~~ innovation while honoring institutional culture;
- ~~Ability to lead a college with correctional education, early college, residence life, workforce development, and community engagement responsibilities.~~

The Board may gather input from the College community and external partners. However, input is advisory. Only the Board appoints the President & CEO.

XI. Special Considerations in the Event of Death:

If the President dies while in office, ~~a sad thing indeed,~~ the Board should attend to several matters beyond ordinary succession:

1. Family care and respect - The Board Chair should coordinate with the President's wife and family regarding public statements, memorial information, and appropriate institutional recognition.
2. Institutional grief ~~I doubt there will be any @, but s~~ Saddened employees and students may experience the death as a personal and institutional loss. The College should provide appropriate mental health and related support and spaces for reflection.
3. Memorial and recognition - The Board may determine an appropriate form of recognition, such as a resolution, memorial event, naming consideration, scholarship, or other tribute.
4. Continuity without haste - The Board should act quickly to appoint temporary authority, but it should not rush the permanent search out of anxiety. Stabilize first, then search well.
5. Protection against informal power shifts - In the emotional aftermath of a President's death, informal authority can drift. The Board should quickly clarify who has presidential authority, who speaks for the College, and how decisions will be made.
6. Preservation of presidential records and commitments - The President's office, his work nationally on various boards with other organizations, files, commitments, calendar, correspondence, and pending matters should be secured and reviewed by appropriate College officials.

XII. Jackson College-Specific Continuity Priorities:

During any presidential transition, the Board should ensure continuity of the following:

1. Policy Governance fidelity - The Board must preserve its governing discipline and avoid becoming operational.

2. Board–President relationship norms - The next Acting, Interim, or permanent President must understand the importance of no surprises, equal information to trustees, and disciplined Board communication.
3. Student achievement - The College’s focus on persistence, completion, transfer, workforce preparation, and student advancement must remain central.
4. Strategic Agenda -The Strategic Agenda should remain the organizing frame for institutional priorities.
5. TCS² - The College’s Total Commitment to Student Success must continue as a defining institutional commitment...it’s been a lot of work institutionally.
6. Maroon and Gold Standards - The transition should reflect Jackson College’s expected standards for responsibility, care, respect, professionalism, and follow-through. In my view, this needs strong Board support, as I believe it central to what is needed in our organization going forward if we are to be competitive.
7. Correctional education - Jackson College’s correctional education leadership and related partnerships must remain stable.
8. Early college and K-12 relationships - JPEC and early/middle college partnerships in Jackson and Lenawee Counties (hopefully in Hillsdale County too) must be protected.
9. Workforce and employer partnerships - The College’s regional workforce commitments must continue without interruption...the workforce dean can help with this.
10. Foundation and donor confidence - The Foundation Board, major donors, and community supporters should hear a steady and confident message.
11. Community confidence - Jackson College is a public anchor institution. The transition must reinforce trust in the College’s future, but I seriously doubt this will be an issue.

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XIII. Practical Matters Timeline: Planned Transition:

Upon notice:

- President informs Board Chair.
- Board Chair informs all trustees.
- Board Chair and President discuss timing and communication.
- Legal and contractual review occurs.

Within 30 days:

- Board acknowledges retirement or resignation.
- Board establishes transition process.
- Board reviews BCD 05 and this SOP.
- Board confirms emergency succession bench.
- Board approves initial communication plan.

Within 60–90 days:

- Board selects search process.
- Search firm or partner is engaged, if used.
- Leadership profile is developed.
- Stakeholder input process is designed.
- Interim need is determined.

Before final date:

- Interim or permanent successor is appointed if possible.
- Transition briefing is completed.
- Key relationships are transitioned.
- Board communicates next steps.

After transition:

- Board orients Acting, Interim, or permanent President to Policy Governance expectations.
- Board reviews monitoring expectations.
- Board evaluates the transition process.

XIV. Practical Timeline: Emergency Transition:

First 24 hours, or as soon as feasible:

- Confirm facts.
- Notify Board Chair.
- Notify trustees.
- Confer with legal counsel and key executive staff.
- Prepare initial communication.
- Call special Board meeting.

First 48–72 hours:

- Board appoints Acting President & CEO.
- Board Chair communicates with employees and key partners.
- Executive Council stabilizes operations.
- President's family is supported and respected.
- Public statement is issued if appropriate.

First 30 days:

- Board determines whether to appoint an Interim President & CEO.
- Continuity briefing is assembled.
- Board determines search timing.
- Communication cadence is established.
- Critical institutional risks are reviewed.

First 60–90 days:

- Interim President is fully operational.
- Search process is determined.
- Leadership profile is developed.
- Board reaffirms Policy Governance expectations.
- Transition lessons are identified.

XV. Recommended Revisions or Additions to BCD 05:

Based on this SOP and the case study, the Board may wish to revise BCD 05 to include:

1. Specific reference to death, permanent incapacity, sudden disability, or other permanent vacancy.
2. A separate section on planned retirement or resignation.
3. Requirement for at least three confidential emergency succession designees.
4. Requirement that the succession bench identify who would cover the designee's regular duties.
5. Clearer distinction between temporary absence and permanent vacancy.
6. Emergency communication protocol.
7. Requirement for a continuity briefing.
8. Clarification of the Board Chair's immediate role in an emergency.
9. Clarification that the Board must act quickly to appoint temporary authority but should not rush the permanent selection process.
10. Annual review of succession readiness.

Closing Summary Statement:

Finally, a presidential transition at Jackson College may come through careful retirement planning, or it may come through sudden loss. The Board must be prepared for both.

In a planned retirement, the Board's work is to honor service, preserve momentum, and prepare thoughtfully for the next chapter.

In an emergency, including the death of the President & CEO, the Board's work is to respond with humanity, establish authority quickly, communicate clearly, and protect the College's mission.

In either circumstance, the Board's responsibility is the same: govern with discipline, act as one Board, protect the College's Ends, maintain public trust, and assure that Jackson College remains strong, steady, and focused on students and the community it serves.

Appendix:

Presented below is a practical "top 10" list for the Jackson College Board of Trustees beginning a presidential search. I weighted the list toward firms with demonstrated higher education search experience, with special priority for community college presidential searches and board-facing search processes.

<u>Rank</u>	<u>Organization / firm</u>	<u>Why they belong on the list</u>	<u>Best contact information</u>
1	<u>ACCT Searches / Association of Community College Trustees</u>	<u>Strongest community-college-specific fit. ACCT says it has more than 40 years of experience serving community college governing boards and has completed more than 500 CEO searches. Delta College and other community colleges have recently used ACCT for presidential searches. (ACCT Searches)</u>	<u>Julie Golder, J.D., Vice President of Search Services; jgolder@acct.org; office 202-775-4466; mobile 202-384-5816; 1101 17th St. NW, Suite 300, Washington, DC 20036. (ACCT Searches)</u>
2	<u>Pauly Group, Inc.</u>	<u>One of the most community-college-focused firms. Pauly states that it focuses solely on senior administrative searches for community and technical colleges, and Central Wyoming College identified Pauly as a nationally recognized firm specializing in community college executive searches. (paulygroup.com)</u>	<u>Angela Provart, President; aprovart@paulygroup.com. (Central Wyoming College)</u>
3	<u>Gold Hill Associates</u>	<u>Dedicated solely to community college executive searches. The firm states it has assisted</u>	<u>Dr. Preston Pulliams; preston@goldhillassociates.com; 503-704-3425; 1065 Stigger Road, Jackson, MS 39209. Additional</u>

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<u>Rank</u>	<u>Organization / firm</u>	<u>Why they belong on the list</u>	<u>Best contact information</u>
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identify RPA as assisting with presidential searches. (RPA Inc.)

Large national executive search firm with a higher education

presidents/chancellors practice. WittKieffer

8 WittKieffer

describes its work as focused on recruiting presidents, vice presidents, provosts, deans, and other academic leaders, and specifically markets president/chancellor search services. (WittKieffer)

General contact through WittKieffer's education leadership / contact form.

Public general phone listed in directory sources: 630-990-1370. (WittKieffer)

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9 DSG

Storbeck

Prominent education executive search practice. DSG describes DSG

Education-focused executive search firm with higher education leadership depth. Greenwood Asher

10 Greenwood Asher & Associates

says it specializes in higher education, K-12, and education organizations and identifies presidents, chancellors, and system heads as an area of support. (Greenwood Search)

Contact through Greenwood Asher's contact page; best public route is the "Contact Us" / services inquiry pathway. (Greenwood Search)

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My practical recommendation: for our Board, I would begin conversations with ACCT, Pauly Group, Gold Hill, RH Perry, and Academic Search first. I know them to be most directly aligned with community college presidential searches, our philosophy, board process, stakeholder engagement, and the distinctive realities of public two-year institutions. AGB Search would also be worth serious consideration because of its board-governance orientation. You should know that none of these folks have a strong background in Policy Governance, so you might have to bring them along on that topic.

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Planned Transition means a circumstance in which the President & CEO provides advance notice of retirement or resignation and remains able to perform the duties of the office for some period of time.

Emergency Transition means a circumstance in which the President & CEO is suddenly unable to perform the duties of the office because of death, serious accident, medical incapacity, sudden permanent disability, or another unexpected circumstance.

Acting President & CEO means a short-term temporary appointment, ordinarily from among existing executive leadership, to preserve continuity during a temporary absence or while the Board determines next steps.

Interim President & CEO means a temporary but longer-term appointment during a period of presidential vacancy or transition before the next permanent President & CEO is appointed.

Permanent President & CEO means the person formally appointed by the Board as the next ongoing chief executive of Jackson College.

I. Planned Retirement or Resignation:

When the President & CEO informs the Board Chair of an intended retirement or resignation, the Board Chair should promptly confer with the President regarding:

- The intended retirement or separation date;
- The preferred timing of communication;
- Whether a brief period of confidentiality is needed;
- Contractual, legal, financial, or practical issues;
- The President's willingness to assist with transition planning on a short-term or long-term basis;
- Major institutional priorities requiring continuity;
- Whether an Interim President & CEO may be needed; and
- The timing of trustee, employee, community, and public notification.

The Board Chair should then inform all Trustees as soon as reasonably possible. The Board Chair should avoid developing a transition plan with only a subset of Trustees unless specifically authorized by the Board.

At the next appropriate regular or special meeting, the Board should formally acknowledge the planned transition and establish the succession process.

II. Immediate Board Actions in a Planned Transition:

After notice of planned retirement or resignation, the Board should:

1. Acknowledge the President's notice;
2. Establish and communicate a general transition timeline;
3. Determine if the outgoing president can provide support to the College, the Board, and the next president for the short-term or long-term as a consultant or other role;
4. Determine whether the College can move directly from the current President to the next permanent President;
5. Determine whether an Interim President & CEO will be needed;
6. Decide whether to use a national search firm, community college search partner, or other search process;
7. Determine whether the process will be conducted by the full Board, a Board transition committee, or a search committee;
8. Clarify how employees, students, Trustees, Foundation members, JPEC representatives, community partners, and others may provide input;
9. Confirm that appointment authority remains solely with the Board;
10. Review BCD 05 and this Statement of Practice.
11. Confirm emergency succession readiness in case the planned transition is interrupted; and
12. Approve a communication plan.

III. Emergency Transition: Death, Incapacity, or Sudden Permanent Vacancy:

If the President & CEO dies, becomes permanently incapacitated, or is otherwise suddenly unable to perform the duties of the office, the Board Chair shall take immediate steps to protect continuity of executive authority and institutional confidence.

The Board Chair should, as quickly as circumstances permit:

1. Confirm the facts to the extent possible.
2. Notify all Trustees.
3. Confer with Office of General Counsel and the Chief of Staff.
4. Call a special meeting of the Board as soon as feasible.
5. Determine whether immediate temporary authority must be recognized before formal Board action can occur.
6. Prepare an initial communication plan.
7. Protect the privacy and dignity of the President and the President's family.

8. Prepare the Board to appoint an Acting President & CEO or Interim President & CEO.

In the event of death, the first Board response must be both human and institutional. The Board should express grief and gratitude, support the President's wife and family, and assure the College community that leadership continuity is being addressed.

IV. Immediate Emergency Appointment:

In an emergency transition, the Board should meet as soon as feasible to appoint an Acting President & CEO.

The appointment should be made formally by Board action. If time is of the essence, the Board may call a special meeting consistent with applicable laws, Board By-Laws, Policies and procedures.

The Acting President & CEO should be given clear authority to:

- Maintain continuity of College operations;
- Lead Executive Council;
- Communicate with employees;
- Make necessary operational decisions;
- Maintain safety and security;
- Continue critical student services;
- Preserve budget, payroll, financial aid, and compliance functions;
- Support Board communication;
- Represent the College externally as needed; and
- Prepare for a possible Interim President & CEO appointment.

Such authority must be exercised by the Acting President and CEO within the confines of Executive Limitations Policies and ENDS Policies. The Board may wish to make adjustments to Executive Limitation Polices as deemed prudent.

The Acting President & CEO should understand that this appointment is temporary and does not automatically determine who will serve as Interim or permanent President & CEO.

V. Emergency Communication Sequence:

In the event of the President's death or sudden permanent incapacity, communication must be prompt, accurate, compassionate, and disciplined.

The general sequence should be:

1. President's wife and family, if not already informed and as appropriate.
2. Board of Trustees.
3. Legal counsel and Chief of Staff.
4. Executive Council.
5. Key presidential office staff.

6. Employees.
7. Foundation Board.
8. Jackson Preparatory and Early College Board.
9. Key external partners, including governmental, donor, civic, correctional education, and K-12 partners.
10. Students, as appropriate.
11. Public and media.

The Board Chair should continue to serve as the principal voice of the Board. Other Trustees should refrain from separate public statements unless coordinated through the Board Chair.

A possible initial message in the event of death might read:

“With profound sadness, the Jackson College Board of Trustees shares the passing of President Daniel J. Phelan. President Phelan served Jackson College with extraordinary commitment, vision, and love for students, employees, and the broader community. Our first thoughts are with his family and loved ones. The Board is also mindful of its fiduciary responsibility to ensure continuity of leadership for the College. Consistent with Board Policy, the Board will meet to appoint temporary presidential leadership and will communicate further as appropriate. Jackson College is strong, its mission is clear, and the work of serving students and the community will continue.”

A possible initial message in the event of serious incapacity might read:

“The Jackson College Board of Trustees has been informed that President Daniel J. Phelan is presently unable to perform the duties of President & CEO due to a serious medical matter. The Board’s first concern is for President Phelan and his family. At the same time, the Board is acting under its succession policy to assure continuity of leadership and operations. The College will continue serving students, employees, and the community without interruption.”

VI. From Acting to Interim President & CEO:

After the immediate emergency appointment, the Board should determine whether the circumstances require an Interim President & CEO.

An Acting President & CEO may be appropriate for the first days or weeks after a sudden event. However, if the President has died, is permanently incapacitated, or will not return, the Board should move deliberately toward appointment of an Interim President & CEO.

The Interim President & CEO must have full presidential authority and accountability under Policy Governance. The Interim President becomes the Board’s single employee for the period of interim service and is accountable to the Board for organizational performance and compliance with Executive Limitations.

The Board may appoint individuals with a variety of experiences including:

- One of the four recommended EC members previously provided by the president;
- A current executive leader;
- A retired community college president;
- An experienced external interim executive;
- A former president or senior higher education leader;
- Another individual the Board determines is qualified.

Before appointment, the Board should clarify:

- Term of service;
- Compensation;
- Scope of Authority;
- Communication expectations;
- Monitoring expectations;
- Eligibility to apply for the permanent presidency;
- Whether the person will return to a former role, if internal;
- Who will assume the Interim President's prior duties, if applicable.

VII. Emergency Succession Bench:

The Board may wish to not depend upon only one, two, three, or four possible successors, especially if he is incapacitated or decided with the other two members recommended

To avoid this vulnerability, the President & CEO should maintain a confidential emergency succession bench identifying four possible internal leaders who may be able to serve temporarily as Acting President & CEO.

The bench should be reviewed by the President with the Board:

- Annually;
- Whenever BCD 05 is reviewed;
- When an executive officer leaves the College;
- When the President announces retirement;
- When a major reorganization occurs;
- When the Board Chair changes;
- During periods of significant institutional risk.

The succession bench should identify:

1. Potential Acting President & CEO designees.
2. Their current roles.
3. Their readiness level.
4. Any immediate support they would need.
5. Who could temporarily assume their normal duties.

6. Key risks associated with their temporary appointment.
7. Whether an external interim option should be considered.

Note: This leadership bench is not a succession promise. It does not bind the Board. It is a continuity tool to help the Board act quickly and responsibly.

VIII. Role of the Retiring President in Planned Transition:

In a planned transition, the retiring President & CEO should remain focused on leading Jackson College until the final date of service, unless the Board determines otherwise.

The President may appropriately assist by:

- Preparing a transition memorandum;
- Identifying major priorities and risks;
- Briefing the Board on significant pending decisions;
- Preparing Executive Council for transition;
- Helping preserve key community, donor, governmental, workforce, correctional education, JPEC, Accelerate Jackson, and K-12 relationships, as well as national relationships.
- Ensuring that institutional records and presidential materials are organized;
- Advising the Board if requested.
- Taking needed actions that may provide a better entry experience for the new President & CEO

The retiring President should not control the search process, select the successor, or restrict the Board's discretion. The selection of the next President belongs to the Board.

IX. Continuity Briefing

In either a planned or emergency transition, the Board should receive a continuity briefing as soon as practical. In a planned transition, the briefing should be prepared by the President.

In an emergency transition, the briefing should be assembled by Executive Council, the Chief Governance Officer, the Chief of Staff, legal counsel, or other appropriate senior leaders.

The briefing should address matters pertaining to:

- Current strategic priorities;
- Strategic Agenda status;
- TCS2 and Student Achievement Imperative priorities;
- Enrollment issues;
- Budget and current financial position, including long-term debt obligations;

- Financial aid risks;
- The current status of labor relations;
- All significant legal matters;
- Accreditation and compliance status with HLC and other secondary accreditors;
- Foundation priorities;
- The status of donor relationships;
- The status of governmental relations and current lobbying initiatives;
- Correctional education responsibilities with the MDOC;
- Early college and JPEC matters pertaining to the Board's Authorizer role;
- Active and planned capital projects;
- Housing and student life census and related activities;
- Relevant workforce partnerships;
- AI, data, and technology initiatives;
- Safety and security operational status;
- Communication needs both internally and externally;
- Pending Board decisions from previous meetings and planning sessions;
- Matters requiring presidential attention within 30, 60, and 90 days.

The Board receives this information for governance continuity only, not operational management.

X. Search for the Next Permanent President & CEO:

After stabilizing leadership through an Acting or Interim appointment, the Board should determine the process for selecting the next permanent President & CEO.

The Board should begin with the question: What leadership does Jackson College require for its next era? The presidential profile should minimally address (external consultants can assist with this process):

- Commitment to the public community college mission;
- Understanding and facility with Policy Governance;
- Ability to work with a policy-focused Board;
- Commitment to student achievement, completion, transfer, and workforce outcomes;
- Ability to lead through demographic, technological, financial, political, and cultural change;
- Understanding of community college finance and budgeting;
- Experience with labor relations;
- Knowledge of accreditation and compliance;
- Ability to work with Trustees, employees, students, donors, legislators, employers, community leaders, etc.;
- Appreciation for Jackson College's identity, history, and regional role;

- Ability to lead innovation while honoring institutional culture;
- Ability to lead a college with correctional education, early college, residence life, workforce development, and community engagement responsibilities.

The Board may gather input from the College community and external partners. However, input is advisory. Only the Board appoints the President & CEO.

XI. Special Considerations in the Event of Death:

If the President dies while in office the Board should attend to several matters beyond ordinary succession:

1. Family care and respect - The Board Chair should coordinate with the President's wife and family regarding public statements, memorial information, and appropriate institutional recognition.
2. Institutional grief – Saddened employees and students may experience the death as a personal and institutional loss. The College should provide appropriate mental health and related support and spaces for reflection.
3. Memorial and recognition - The Board may determine an appropriate form of recognition, such as a resolution, memorial event, naming consideration, scholarship, or other tribute.
4. Continuity without haste - The Board should act quickly to appoint temporary authority, but it should not rush the permanent search out of anxiety. Stabilize first, then search well.
5. Protection against informal power shifts - In the emotional aftermath of a President's death, informal authority can drift. The Board should quickly clarify who has presidential authority, who speaks for the College, and how decisions will be made.
6. Preservation of presidential records and commitments - The President's office, his work nationally on various boards with other organizations, files, commitments, calendar, correspondence, and pending matters should be secured and reviewed by appropriate College officials.

XII. Jackson College-Specific Continuity Priorities:

During any presidential transition, the Board should ensure continuity of the following:

1. Policy Governance fidelity - The Board must preserve its governing discipline and avoid becoming operational.

2. Board–President relationship norms - The next Acting, Interim, or permanent President must understand the importance of no surprises, equal information to trustees, and disciplined Board communication.
3. Student achievement - The College's focus on persistence, completion, transfer, workforce preparation, and student advancement must remain central.
4. Strategic Agenda -The Strategic Agenda should remain the organizing frame for institutional priorities.
5. TCS² - The College's Total Commitment to Student Success must continue as a defining institutional commitment...it's been a lot of work institutionally.
6. Maroon and Gold Standards - The transition should reflect Jackson College's expected standards for responsibility, care, respect, professionalism, and follow-through. In my view, this needs strong Board support, as I believe it central to what is needed in our organization going forward if we are to be competitive.
7. Correctional education - Jackson College's correctional education leadership and related partnerships must remain stable.
8. Early college and K-12 relationships - JPEC and early/middle college partnerships in Jackson and Lenawee Counties (hopefully in Hillsdale County too) must be protected.
9. Workforce and employer partnerships - The College's regional workforce commitments must continue without interruption...the workforce dean can help with this.
10. Foundation and donor confidence - The Foundation Board, major donors, and community supporters should hear a steady and confident message.
11. Community confidence - Jackson College is a public anchor institution. The transition must reinforce trust in the College's future, but I seriously doubt this will be an issue.

XIII. Practical Matters Timeline: Planned Transition:

Upon notice:

- President informs Board Chair.
- Board Chair informs all trustees.
- Board Chair and President discuss timing and communication.
- Legal and contractual review occurs.

Within 30 days:

- Board acknowledges retirement or resignation.
- Board establishes transition process.
- Board reviews BCD 05 and this SOP.
- Board confirms emergency succession bench.
- Board approves initial communication plan.

Within 60–90 days:

- Board selects search process.
- Search firm or partner is engaged, if used.
- Leadership profile is developed.
- Stakeholder input process is designed.
- Interim need is determined.

Before final date:

- Interim or permanent successor is appointed if possible.
- Transition briefing is completed.
- Key relationships are transitioned.
- Board communicates next steps.

After transition:

- Board orients Acting, Interim, or permanent President to Policy Governance expectations.
- Board reviews monitoring expectations.
- Board evaluates the transition process.

XIV. Practical Timeline: Emergency Transition:

First 24 hours, or as soon as feasible:

- Confirm facts.
- Notify Board Chair.
- Notify trustees.
- Confer with legal counsel and key executive staff.
- Prepare initial communication.
- Call special Board meeting.

First 48–72 hours:

- Board appoints Acting President & CEO.
- Board Chair communicates with employees and key partners.
- Executive Council stabilizes operations.
- President's family is supported and respected.
- Public statement is issued if appropriate.

First 30 days:

- Board determines whether to appoint an Interim President & CEO.
- Continuity briefing is assembled.
- Board determines search timing.
- Communication cadence is established.
- Critical institutional risks are reviewed.

First 60–90 days:

- Interim President is fully operational.
- Search process is determined.
- Leadership profile is developed.
- Board reaffirms Policy Governance expectations.
- Transition lessons are identified.

XV. Recommended Revisions or Additions to BCD 05:

Based on this SOP and the case study, the Board may wish to revise BCD 05 to include:

1. Specific reference to death, permanent incapacity, sudden disability, or other permanent vacancy.
2. A separate section on planned retirement or resignation.
3. Requirement for at least three confidential emergency succession designees.
4. Requirement that the succession bench identify who would cover the designee's regular duties.
5. Clearer distinction between temporary absence and permanent vacancy.
6. Emergency communication protocol.
7. Requirement for a continuity briefing.
8. Clarification of the Board Chair's immediate role in an emergency.
9. Clarification that the Board must act quickly to appoint temporary authority but should not rush the permanent selection process.
10. Annual review of succession readiness.

Summary Statement:

Finally, a presidential transition at Jackson College may come through careful retirement planning, or it may come through sudden loss. The Board must be prepared for both.

In a planned retirement, the Board's work is to honor service, preserve momentum, and prepare thoughtfully for the next chapter.

In an emergency, including the death of the President & CEO, the Board’s work is to respond with humanity, establish authority quickly, communicate clearly, and protect the College’s mission.

In either circumstance, the Board’s responsibility is the same: govern with discipline, act as one Board, protect the College’s Ends, maintain public trust, and assure that Jackson College remains strong, steady, and focused on students and the community it serves.

Appendix:

Presented below is a practical “top 10” list for the Jackson College Board of Trustees beginning a presidential search. I weighted the list toward firms with demonstrated higher education search experience, with special priority for community college presidential searches and board-facing search processes.

Rank	Organization / firm	Why they belong on the list	Best contact information
1	ACCT Searches / Association of Community College Trustees	Strongest community-college-specific fit. ACCT says it has more than 40 years of experience serving community college governing boards and has completed more than 500 CEO searches. Delta College and other community colleges have recently used ACCT for presidential searches. (ACCT Searches)	Julie Golder, J.D., Vice President of Search Services; jgolder@acct.org ; office 202-775-4466; mobile 202-384-5816; 1101 17th St. NW, Suite 300, Washington, DC 20036. (ACCT Searches)
2	Pauly Group, Inc.	One of the most community-college-focused firms. Pauly states that it focuses solely on senior administrative searches for community and technical colleges, and Central Wyoming College identified Pauly as a nationally recognized firm specializing in community college executive searches. (paulygroup.com)	Angela Provart, President; aprovart@paulygroup.com . (Central Wyoming College)
3	Gold Hill Associates	Dedicated solely to community college executive searches. The	Dr. Preston Pulliams; preston@goldhillassociates.com ; 503-704-3425; 1065 Stigger Road,

Rank	Organization / firm	Why they belong on the list	Best contact information
		<p>firm states it has assisted more than 100 community colleges in searches for new presidents and executives, and emphasizes that it works for the board of trustees. (Gold Hill Associates, LLC)</p>	<p>Jackson, MS 39209. Additional contacts: Dr. Walter Nolte, walter@goldhillassociates.com, 307-262-2576; Denise Bukovan, denise@goldhillassociates.com, 518-221-0151. (Gold Hill Associates, LLC)</p>
4	RH Perry & Associates	<p>Long-standing higher education presidential-search firm. RH Perry was selected for Anne Arundel Community College's presidential transition search and was engaged by Macomb Community College; the firm reports more than 1,100 assignments and more than 400 presidential engagements. (Anne Arundel Community College)</p>	<p>206 East Chestnut Street, Suite C, Asheville, NC 28801; 828-785-1394; fax 844-747-3779; web contact form. (rhperry.com)</p>
5	Academic Search	<p>Major higher education search firm with substantial president/chancellor experience. Academic Search says it has completed more than 2,600 searches for presidents/chancellors, provosts, vice presidents, and deans. (Academic Search)</p>	<p>info@academicsearch.org; 202-332-4049; 1250 Connecticut Avenue NW, Suite 700 PMB 5334, Washington, DC 20036-2657. (Academic Search)</p>
6	AGB Search	<p>Strong board-governance connection because it is affiliated with the Association of Governing Boards. It has a specific community college leaders practice area and active president/CEO searches. (agbsearch.com)</p>	<p>info@agbsearch.com; 202-776-0856; 1666 K Street NW, Suite 1200, Washington, DC 20006. (agbsearch.com)</p>
7	RPA Inc.	<p>Higher education executive search and consulting firm with a named presidential-search practice. Durham</p>	<p>email@rpainc.org; 570-327-5662; 2895 South Reach Road, Williamsport, PA 17701. RFPs may be addressed to Isaac Karaffa, Vice</p>

Rank	Organization / firm	Why they belong on the list	Best contact information
		Technical Community College and SUNY Delhi identify RPA as assisting with presidential searches. (RPA Inc.)	President; ikaraffa@rpainc.org . (RPA Inc.)
8	WittKieffer	Large national executive search firm with a higher education presidents/chancellors practice. WittKieffer describes its work as focused on recruiting presidents, vice presidents, provosts, deans, and other academic leaders, and specifically markets president/chancellor search services. (WittKieffer)	General contact through WittKieffer's education leadership / contact form. Public general phone listed in directory sources: 630-990-1370. (WittKieffer)
9	DSG	Storbeck	Prominent education executive search practice. DSG describes DSG
10	Greenwood Asher & Associates	Education-focused executive search firm with higher education leadership depth. Greenwood Asher says it specializes in higher education, K-12, and education organizations and identifies presidents, chancellors, and system heads as an area of support. (Greenwood Search)	Contact through Greenwood Asher's contact page; best public route is the "Contact Us" / services inquiry pathway. (Greenwood Search)

My practical recommendation: for our Board, I would begin conversations with ACCT, Pauly Group, Gold Hill, RH Perry, and Academic Search first. I know them to be most directly aligned with community college presidential searches, our philosophy, board process, stakeholder engagement, and the distinctive realities of public two-year institutions. AGB Search would also be worth serious consideration because of its board-governance orientation. You should know that none of these folks have a strong background in Policy Governance, so you might have to bring them along on that topic.



Jackson College Board of Trustees

Interpretations Assessment: EL – 10 Access to Education

Report Date: 05.11.26

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

POLICY STATEMENT:

The CEO shall not allow conditions that unnecessarily restrict learner or potential learner access to education.

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

- 1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between students and taxpayers, that does not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, obligations, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) Billing contact hours have been forecasted;
- b) Local property tax revenues have been estimated;
- c) State appropriations have been estimated;
- d) Other revenues have been estimated;
- e) Requirements to meet union contracts have been calculated;
- f) Projected costs for obligations, major strategic initiatives, and requirements for total cost recovery have been estimated;
- g) Contribution to overhead has been calculated; and
- h) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed using the President's Tuition and Fee Philosophy calculation.

This interpretation is reasonable because it ensures a widely accepted process for determining an appropriate tuition and fee structure for the College by the State's community colleges.

2. Allow learners and potential learners to be uninformed of plans for future tuition and/or fee increases to allow learners in educational programs to do long-term financial planning.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current communication process in place to share new tuition and fees rates with students.

This interpretation is reasonable because it ensures prompt and consistent communication methods with students to inform them of tuition and fee changes.

3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current policy and related procedure in place to recognize and award prior learning and competencies for students, using accepted higher education methods.
- b) The College has a current policy and related procedure in place to recognize the transfer in of credits from other institutions.

This interpretation is reasonable because the College takes into consideration a quality-based recognition of knowledge and competency that has occurred outside of the College's own instructional programs in a manner that is broadly accepted in higher education.

4. Permit academically qualified learners to be without an environment that enables them to complete their educational programs.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides reasonable support services for students with financial, mental, physical and other related barriers to ensure they have opportunities for academic success.
- b) The College provides ongoing, personalized support toward the advancement of students' academic goals, as well as state and federally mandated academic achievement goals. Achievement is defined as completion of a credential of market value, completion of an Associates degree, transfer to a Baccalaureate granting institution, or employment in the field of study at a wage rate that exceeds a student taking the same position without the credential or degree. Achievement increase goal of 3% year over year is obtained.
- c) The College provides clear communication to students about how they can receive financial aid assistance.
- d) The College leverages additional resources from the College's Foundation, and other sources to assist students with limited means.

This interpretation is reasonable because it ensures needed support services and information are available to students who might otherwise be precluded from achieving success.

5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses or programs, to obtain the instructional hours required for their course of studies, to reasonably complete their courses as well as their program of study, and/or transfer to a baccalaureate granting institution.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has 'teach-out plans' when programs of study are cancelled which ensures that no student is academically/instructionally stranded.
- b) Students are offered alternative courses when a course is cancelled.
- c) A current policy and related procedure is in place that allows students, called to active military duty, support and guidance to withdrawal from classes in order to serve their country.
- d) Prior learning and/or competency assessments are available to students.
- e) The College provides a broad scheduling of courses, as well as a wide variety of ground-based, internet-based, and hybrid instructional methodologies ~~educational options~~ for students.

This interpretation is reasonable because it provides reasonable options, consistent with peer institutions, for learners on those occasions wherein learning may be disrupted.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
EXECUTIVE LIMITATIONS: EL-05 Asset Protection
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.1 EL-05 Asset Protection – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-05 Asset Protection. You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations. I will respond to questions you may have about the report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board assessment of the monitoring report for Policy EL-05 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Jackson College Board of Trustees

Monitoring Report: EL – 05 Asset Protection

[PARTIAL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-05: "Asset Protection". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

05.11.26

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

Date

POLICY STATEMENT:

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

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

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

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

INTERPRETATION:

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

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

This interpretation is reasonable because it is consistent with the recommendations of the College’s insurance consultant every 3 years.

EVIDENCE:

A review of the umbrella insurance policy on 05.04.26 by the VP, Student Achievement & Financial Services confirmed that the policy provides coverage with a total limit of \$10 million per occurrence (each claim limit) and a general aggregate limit of \$10 million.

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

INTERPRETATION:

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

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

EVIDENCE:

A review of the College’s commercial property insurance policy, including the Statement of Property Values, on 05.04.26 by the College’s VP, Student Achievement & Financial Services confirmed that the blanket building limit is \$477,062,591 and the blanket contents limit is \$51,315,000. These limits reflect current replacement cost coverage and are sufficient to replace all insured buildings and contents in the event of a total catastrophic loss.

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

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

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

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000
Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

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

EVIDENCE:

- a-b) A review of the associated College insurance policy on 05.04.26 by the College VP, Student Achievement & Financial Services confirmed that the policy provides coverage for theft,

disappearance or destruction of money and securities at the College, or at financial institutions holding College assets, with coverage types and limits consistent with those outlined in Item 1.1.2.b.

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

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

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

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

EVIDENCE:

- a) The College's VP, Student Achievement & Digital Innovation confirmed on 04.30.26 that consistent with 2025, all critical applications and data are maintained on Google Cloud Platform. This provides the College with state-of-the-art data backup and recovery to protect against ransomware and other cyber-attacks. The environment is HIPAA, PCI, ISO (27001, 27017, 27018), and SOC (1,2,3) compliant. The IT department has addressed within the past year audit findings regarding improving access controls by extending multi-factor authentication (MFA) to students and closing remaining MFA gaps for employee accessible applications. Security awareness training was enhanced by ensuring all new employees receive training; all employees have annual refresher training; and concentrated training is provided during cyber-security awareness month. The most recent audit noted satisfactory improvement in this category.
- b) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's current Cyber Liability Coverage is a \$3 million aggregate limit with a \$30,000 retention/deductible, consistent with annual recommendations from the College's third-party insurance consultant.

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

INTERPRETATION:

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

This interpretation is reasonable because the insurer is a third-party expert and an independent assessment of what adequate insurance is.

EVIDENCE:

The College's VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's current insurance policy provides Educator and Employment Liability coverage with a \$1 million limit for each wrongful employment act/occurrence and \$5 million aggregate, consistent with coverage levels recommended by the College's third-party insurance consultant.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

a-c) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College has a Travel and Mileage policy which includes language on the use of a professional activity form (PAF). The PAF must receive advance approval before travel occurs. For international travel, travelers are provided with a Global Assistance ID card, consistent with travel insurance coverage recommended by the College's third-party insurance consultant.

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

INTEPRETATION:

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

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

EVIDENCE:

A review of the College's Commercial Crime insurance policy on 05.04.26 by the VP, Student Achievement & Financial Services confirms the policy provides coverage for theft, disappearance, or destruction of money and securities at the College, or at financial institutions holding College assets, with coverage types and limits consistent with community college industry standards as recommended by the College's third-party insurance consultant.

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

Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

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

INTERPRETATION:

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

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

EVIDENCE (Partial compliance indicated):

The VP, Student Achievement & College Operations confirmed on 05.05.26 that all employees, including adjunct faculty, are required to complete the Title IX training upon hire, as well as on an annual basis thereafter. 95% of employees completed the training during this reporting period. Board members are also required to complete the Title IX training annually and 28% of board members completed the training during this reporting period. For the JC Ethics Course, 97% of our active employees completed and 28% of our board members completed the training during this reporting period.

Notifications to complete the required training from the training platform Vector Solutions can only be sent via Trustees’ jccmi.edu e-mail addresses. On 05.12.26, a new link for the training will be sent to the Trustees’ jccmi.edu email addresses with the request that Trustees complete the training by the 06.08.26 Board meeting.

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

INTERPRETATION:

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

- a) A random statistical sampling of contracts is reviewed by legal counsel prior to contract signing to confirm all associated contracts.

- b) A random statistical sampling of contract documents, reviewed by the College's legal counsel, reveal that performance bonds with vendors the College does not have established relationships with, are on file in the College's Business Office.

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

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Current practice requires that all contracts are reviewed by Legal Counsel prior to execution.
- b) Facilities/Plant bids for capital projects of \$100,000 or greater requiring Board approval include proposal guarantees (i.e., bid bonds) and contract security (i.e., performance and labor & material payment bonds), consistent with the College's purchasing policy.

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

INTERPRETATION:

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

- a) The external auditors do not find any deficiency in the internal controls process, as part of their annual audit; and
- b) Any deficiency noted in internal controls is corrected within 90 days.

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

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Based on the results of the FY 2025 external audit, no material weaknesses or significant deficiencies in internal controls related to the receipt, processing, or disbursement of funds were identified. In addition, internal control remediation items previously identified through third-party review and validation by Plante Moran have been fully implemented by the Business Office, including: (1) monthly reviews of direct deposit changes, bank account changes, and vendor record changes; (2) implementation of an ERP system upgrade to prevent vendor record deletion for student vendors; and (3) completion of an approved vendor listing with an ongoing maintenance process established.
 - b) Cash controls remain in compliance.
- 7. Make any purchases that do not result in an appropriate level of quality, after- purchase service and value for the dollar expended, or do not provide opportunity for fair competition.**

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

The College's HR Director confirmed the following on 05.06.26:

- a) Based upon a review of the required conflict of interest forms submitted by administrators, department chairs and the Board of Trustees, 94% of the individuals completed a conflict-of-interest declaration during this reporting period. Follow-up has been sent to the individuals that have not responded for their response. Documents in the Human Resources/Talent office track all Administrators and Department Chairs, ensuring that they have completed the annual conflict of interest form. All Trustees, during each Board Meeting, as noted in official meeting minutes, declare any potential conflict of interest with Board Agenda items.
- b) The annual audit report for 6/30/26 noted two disclosures of conflict of interest but did not rise to the level of a conflict of interest; and
- c) For the fiscal year 06.30.26 no conflicts of interest needed to be disclosed.

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

INTERPRETATION:

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

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

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

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Current practice requires Legal Counsel review of all contracts and high-dollar purchases subject to bidding thresholds to ensure compliance with competitive bid or sole-source documentation.
- b) Based on the results of the FY 2025 external audit, no material findings related to the College's purchasing or competitive bidding processes were identified.
- c) The administrative purchasing policy is consistent with Board Policy.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a-c) On 05.04.26, the VP, Student Achievement & Financial Services confirmed that the College's administrative purchasing policy (Policy 1209), which includes criteria addressing long-term quality, reasonable cost, consideration of financial support provided to the College by bidders, and local vendor preference, is posted on the College intranet and accessible to employees with purchasing authority. The policy will be reviewed during the current year, with any updates communicated to employees through the Employee Newsletter. College administrators and members of Executive Council are responsible for ensuring the policy is applied within their respective areas of responsibility.

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

INTERPRETATION:

I have determined that compliance will be demonstrated when:

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

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

EVIDENCE:

- a-b) On 05.04.26, the VP, Student Achievement & Financial Services confirmed that the College's administrative purchasing policy (Policy 1209), which establishes requirements to ensure vendors receive equitable consideration in competitive bidding, is posted on the College intranet and accessible to employees with purchasing authority. The policy will be reviewed during the current year, with any updates communicated to employees through the Employee Newsletter. In addition, members of the College's Executive Council are responsible for ensuring that the purchasing policy is consistently applied within their respective areas of responsibility.

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

INTERPRETATION:

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

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

EVIDENCE:

On 05.01.26, the VP, Student Achievement & College Operations confirmed that the TCS2 logo is still owned by Jackson College.

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

INTERPRETATION:

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a-b) On 04.28.26 the Registrar confirmed the College has no show-cause orders, and no programs are currently flagged for concern. The financial review was recently submitted as accepted and approved for a monitoring report. CEP applications are pending, but that is a standard request, nothing punitive related.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a-b) The College's VP, Student Achievement & College Foundation attested on 04.28.26 that policies related to gift acceptance and fundraising were reviewed and are in alignment with EL-05 Asset Protection interpretations.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

The College VP, Student Achievement & College Operations confirmed the following on 05.01.26:

- a) The College did not host any political candidates on campus. No signed agreements (Facilities Rental or Request for Demonstration/Activity on Jackson College Grounds) are on file.
- b) The College did not approve any political candidates/events on campus, therefore no need for an opposing party present.
- c) The Marketing department approves campus signage, and no requests of this type were approved by the department.
- d) No complaints were reported as confirmed by the HR Director and would have been addressed if brought to the department's attention.

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

INTERPRETATION:

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

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

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

EVIDENCE:

- a-b) On 05.04.26 the College VP, Student Achievement & Financial Services confirmed that authority to enter collaborative relationships on behalf of the College is limited to the College President and administrators acting within delegated authority. Members of the Executive Council are responsible for ensuring such relationships within their areas are aligned with the College's mission, vision, values, and belief statements. The College President determines whether any identified incompatible relationship should be discontinued, subject to contractual and legal requirements.

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

INTERPRETATION:

I have determined that compliance will be demonstrated when:

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

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

EVIDENCE:

The College's VP, Student Achievement & College Operations confirmed the following on 05.01.26:

- a) There were no outstanding issues aside from appeals requiring more documentation from the student and/or current semester grades to post.
- b) There are currently no outstanding negative public relations coverage/concerns.
- c) Each FOIA (i.e., Freedom of Information Act) request has been responded to within the timeframe established by State law.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) On those occasions wherein a name is changed, it is noted by action of the Board of Trustees, as approved and recorded in the minutes;
- b) Proposed name changes are requested of and approved by the Higher Learning Commission;
- c) Proposed name changes are requested of and approved by the Michigan State Department Education; and

- d) Any change in the name, image, and likeness, or positioning of the College identity, is supported by a Board motion approved and recorded in the minutes.

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

EVIDENCE:

- a-d) The College VP, Student Achievement & College Operations confirmed on 05.01.26 that there has been no name change or identity alterations for this reporting period.

11. Create or purchase any subsidiary corporation.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a-b) The College VP, Student Achievement & College Operations confirmed on 05.01.26 that there has been no purchase or creation of a subsidiary corporation during this reporting period.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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)
EXECUTIVE LIMITATIONS: EL-06 Investments
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.2 EL-06 Investments – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-06 Investments You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations. I will respond to questions you may have about the report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board assessment of the monitoring report for Policy EL-06 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Jackson College Board of Trustees

Monitoring Report: EL – 06 Investments

[FULL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-06: "Investments". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

05.11.26

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

Date

POLICY STATEMENT:

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

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

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

investment fund.

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

EVIDENCE:

- a) The College VP, Student Achievement & Financial Services confirmed on 05.04.26 that Comerica's securities team, including Financial Advisors Kyle Rademaker and Chris Theut, possess extensive experience serving public funds investment clients. The VP confirmed that the Michigan Liquid Asset Fund Plus (MILAF+) program provides active involvement of well-qualified investment advisors who are independent of any investment fund and serves as a knowledgeable custodian for the College's invested funds.
- b) The College VP, Student Achievement & Financial Services confirmed on 05.04.26 that neither Comerica's securities team nor its Financial Advisors participate in any form of soft-dollar arrangements with approved fund companies or investment providers, and that the College continues to utilize the MILAF+ investment fund.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The College VP, Student Achievement & Financial Services confirmed on 05.04.26 that Comerica's securities team utilizes Ameriprise Financial as its custodian, which is responsible for holding assets on behalf of clients. The VP further confirmed with MILAF+ that the College engages the use of a fund advisor who is not also the fund custodian.
- b) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's account holdings with Comerica's securities are maintained in segregated accounts on the College's behalf. The VP further confirmed with MILAF+ that all funds held by the asset custodian,

and all securities purchased by the investment advisor, are held in the College's name only.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's account with Comerica Securities is a transactional, non-advisory account and, as such, does not include active management fees. The VP further confirmed with MILAF+ that the College is invested in the MILAF+ fund, and that all applicable fees are fully disclosed in the MILAF+ Information Statement, with no fees charged outside of the fund.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

This interpretation is reasonable because it maximizes the return on the investment and is compliant with the Community College Act.

EVIDENCE:

- a) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the maturity dates on investments are structured to mature at times that meet the College's anticipated cash flow needs.
- b) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's account with Comerica's securities is a transactional brokerage account, and as such,

does not include a stated or guaranteed rate of return. The VP further confirmed that investments held through MILAF+ are not subject to penalties for withdrawal.

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

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

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

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

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.04.26 that Comerica's securities team, including Financial Advisors Kyle Rademaker and Chris Theut, ensure that investments offered to the College are compliant with applicable State investment statutes and the College's specific investment policy. The VP further confirmed with the MILAF+ that all investments available through the program meet the legal investment requirements applicable to Michigan community colleges.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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-04 Monitoring CEO Performance
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.3 CEO Monitoring Compliance Schedule & Summary
Description: (Concise explanation of the issue, item, or proposal)
<p>Attached is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.</p> <p>Recall that when 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of the CEO's compliance to-date.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.11.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.11.25
EN – 01 (#4) Board's ENDS	9.8.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.8.25
EN – 01 (#5) Board's ENDS	10.13.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.13.25



President/CEO Monitoring Report Compliance Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.11.25	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.25
EL – 01 Treatment of Learners	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 02 Treatment of Staff	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 03 Planning	6.09.25	Yes		n/a	n/a	n/a	Compliant 6.9.25
EL – 04 Financial Conditions & Activities	11.03.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25
EL – 05 Asset Protection	5.11.26	No Partial	All Trustees did not complete Title IX and JC Code of Ethics training.	06.08.26	n/a	Notifications to complete the required training from the training platform Vector Solutions can only be sent via Trustees' jccmi.edu e-mail addresses.	Compliant 6.9.25



President/CEO Monitoring Report Compliance Jackson College

EL – 06 Investments	5.11.26	Yes	n/a	n/a	n/a	n/a	Compliant 6.9.25
EL – 07 Compensation and Benefits	1.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 1.12.26
EL – 08 Communication & Support to the Board	11.3.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25
EL – 09 Organization Culture	1.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 1.12.26
EL – 10 Access to Education	2.16.26	Yes	n/a	n/a	n/a	n/a	Compliant 2.16.26
EL – 11 Mission-Support & Entrepreneurial Activity	3.09.26	Yes	n/a	n/a	n/a	n/a	Compliant 3.09.26
EL – 12 Land Use	4.20.26	Yes	n/a	n/a	n/a	n/a	Compliant 4.20.26

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>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

<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>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

		<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>

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

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

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: May 11, 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)
8.0 Information Requested by the Board 8.1 College Feature: JC / JAMA Articulation Agreement – Albert Rossner
Description: (Concise explanation of the issue, item, or proposal)
For this month's College Feature, the Board welcomes our JC Instructor Albert Rossner who will outline the new articulation agreement between JC and Jackson Area Manufacturers Association (JAMA) that creates a direct pathway for individuals participating in JAMA's advanced manufacturing programs to apply their skills and knowledge toward academic credit at Jackson College.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the College Feature and ask any questions of Joe Gebhardt.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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-03 Board Planning Cycle & Agenda Control</u>
Subject: (Topic or focus for consideration)
8.0 Information Requested by the Board 8.2 Next Board Meeting Topics
Description: (Concise explanation of the issue, item, or proposal)
<p>This time has been set aside for the Board to affirm the agenda topics for the Board's next meeting (06.08.26 Regular Board meeting). 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-12 Land Use • Policy Review: GP-09 Board Code of Conduct • Evidence Review: EL-03 Planning • Interpretations Assessment: EL-11 Mission Support & Entrepreneurial Activity • FY '27 Budget Approval <ul style="list-style-type: none"> ○ Truth in Budgeting Hearing ○ Consideration of Authorization to Levy ○ Consideration of FY '27 Budget • Selection of Representatives to the MCCA Board of Directors • Review of CEO Contract and VEBA Trust Contributions • Administrative Personnel Practices Manual/Compensation • CEO Monitoring Compliance Schedule & Summary • College Feature: TBD • Next Board Meeting Topics
Requested Board Action: (If any)
Review currently anticipated topics.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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-01 Governing Style
Subject: (Topic or focus for consideration)
9.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 9.1 Principles of Policy Governance
Description: (Concise explanation of the issue, item, or proposal)
<p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board’s work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board’s work both in terms of this meeting and in general governance practice. https://governforimpact.org/resources/principles-of-policy-governance.html</p> <p>Enclosed are the results of the 04.20.26 and 04.30.26 Board Meeting Self-Assessment Summaries.</p> <p>Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Define particular areas for improvement in the governance process.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



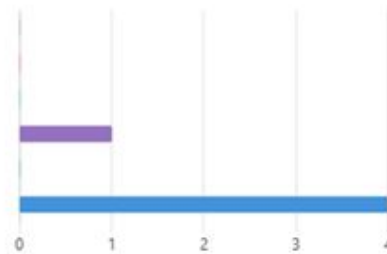
Jackson College Board of Trustees

Board Post-Meeting Self-Assessment Report: 04/20/26 Meeting

1. *Number of Responses: 5 of 6 attendees*
2. *Did our discussions and decisions at today's Board Meeting remain at the governance level and avoid operational interference?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	1
4 - Commendable	0
5 - Met our best expectations	4



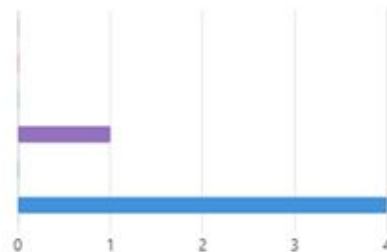
3. Comments:

- N/A

4. *Did the Jackson College Board Agenda and subsequent discussions reflect our commitment to governing through policy and staying within our policy framework?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	1
4 - Commendable	0
5 - Met our best expectations	4

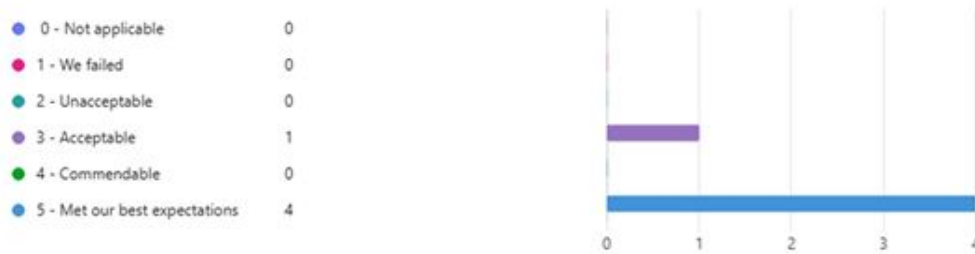


5. Comments:

- N/A

6. *Did we hold ourselves accountable to the principles of Policy Governance, including monitoring our CEO through policy rather than management directives?*

Survey responses:

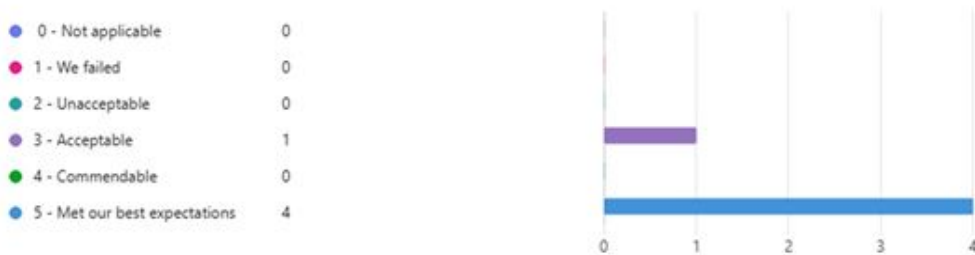


7. Comments:

- N/A

8. *Did our engagement today reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?*

Survey responses:

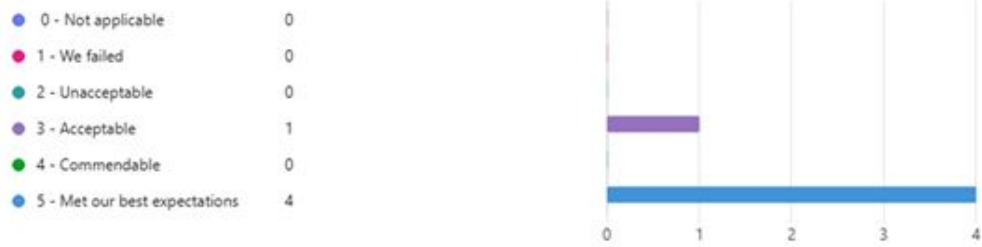


9. Comments:

- N/A

9. *How effective was today's meeting in ensuring board discipline, strategic focus, and alignment with our governance role?*

Survey responses:



10. Comments:

- N/A



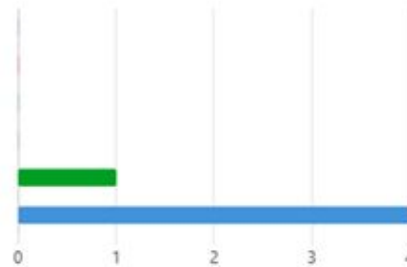
Jackson College Board of Trustees

Board Post-Meeting Self-Assessment Report: 04/30/26 Spring Planning Session

1. *Number of Responses: 5 of 7 attendees*
2. *Did our discussions and decisions at today's Board Meeting remain at the governance level and avoid operational interference?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	0
4 - Commendable	1
5 - Met our best expectations	4



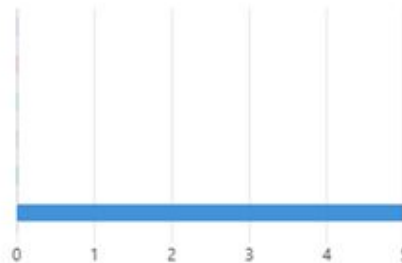
3. Comments:

- N/A

4. *Did the Jackson College Board Agenda and subsequent discussions reflect our commitment to governing through policy and staying within our policy framework?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	0
4 - Commendable	0
5 - Met our best expectations	5



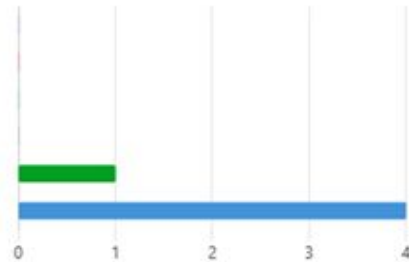
5. Comments:

- N/A

6. *Did we hold ourselves accountable to the principles of Policy Governance, including monitoring our CEO through policy rather than management directives?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	0
4 - Commendable	1
5 - Met our best expectations	4



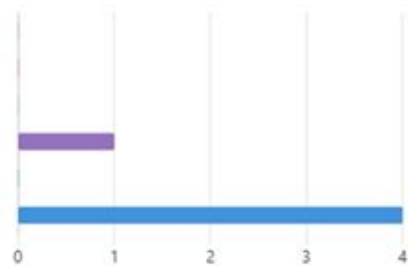
7. Comments:

- N/A

8. *Did our engagement today reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?*

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	1
4 - Commendable	0
5 - Met our best expectations	4



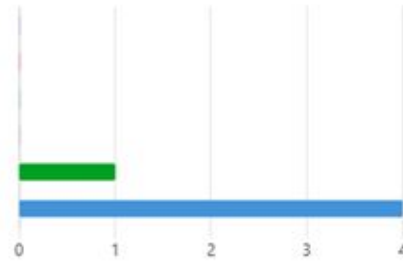
9. Comments:

- N/A

9. ***How effective was today's meeting in ensuring board discipline, strategic focus, and alignment with our governance role?***

Survey responses:

● 0 - Not applicable	0
● 1 - We failed	0
● 2 - Unacceptable	0
● 3 - Acceptable	0
● 4 - Commendable	1
● 5 - Met our best expectations	4



10. Comments:

- *Another fabulous day!*



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 11, 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-01 Governing Style
Subject: (Topic or focus for consideration)
10.0 Meeting Content Review
Description: (Concise explanation of the issue, item, or proposal)
<p>This item on the agenda provides the Board the opportunity to give the Board Chair 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>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of areas for meeting content improvement.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: May 11, 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)
11.0 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.)