Jackson College Board of Trustees Fall Planning Session

Fall Planning Session

November 17, 2025 08:00 AM

(*) 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.

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1. Serve Others with Excellence

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

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

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

3. Demonstrate Loyalty and Constructive Support for the College

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

4. Uphold the Highest Standards of Ethics and Professional Behavior

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

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5. Be Present, Reliable, and Ready to Contribute

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

6. Strive for Excellence and Continuous Learning

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

7. Use College Resources Responsibly and Honorably

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

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

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

9. Adapt to Change and Support Institutional Priorities

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

10. Communicate with Honesty, Clarity, and Purpose

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:
☐ Decision Request ☑ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Open Meetings Act – Act 267 of 1976
Subject: (Topic or focus for consideration)
8:00am Board Breakfast [No Board discussion/decisions]
Description: (Concise explanation of the issue, item, or proposal)
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. 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 undertaking during the Board's breakfast, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social breakfast gathering, prior to the Board Fall Planning Session.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:

☑ Decision Request ☐ Information Only

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

GOVERNANCE PROCESS: GP-09 Board Code of Conduct

Subject: (Topic or focus for consideration)

2.0 Declaration of Conflict of Interest *

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

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.

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.

A roll call vote is required for this item.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Roll Call Consideration of any actual or perceived conflict of interest with agenda items.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:

☐ Decision Request ☑ Information Only

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

BOARD 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)

This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairwoman may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairwoman reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

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.*

The Chairwoman reads the following statement prior to persons offering comment, but regardless, it is expected to be adhered to by persons wishing to address the Board: "***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***".

Requested Board Action: (If any)

Receive comments from people wishing to address the Board.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☐ Decision Request	☑ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)	
GOVERNANCE PROCESS: GP-09 Board Code of Conduct	
Subject: (Topic or focus for consideration)	
4.0 Board Governance 4.1 NCSC / JC Joint Mtg. Debrief	
Description: (Concise explanation of the issue, item, or proposal)	
This time has been set aside for the Board members to discuss their experience of their meeting held on 10.24.25 at the ACCT-LC with Board members of North Central State College (OH). Linked are highlights from that meeting.	
Resource Impact: (As applicable)	
None	
Requested Board Action: (If any)	
Consider takeaways from the meeting with NCSC Board members.	
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)	

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

GOVERNANCE PROCESS: GP-08 Board and Committee Expenses

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.2 Consideration of the Board Travel Practice

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

Linked is the current JC Board of Trustees Travel Procedure, with a minor recommendation for the Board's consideration.

Also linked is the FY' 24-26 Board Travel Expense history and breakdown, with actuals to budget.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Review the Board's current travel practices and expense history.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.3 Ownership Linkage Update

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

Linked are highlights from the 10.13.25 Ownership Linkage meeting held by Vice-Chairwoman Lake, Trustee Heins, and Trustee Mackey with Board members from Accelerate Jackson County.

Also linked is the Ownership Linkage Plan for FY ’26-28, as well as the Jackson College Elevator Pitch provided to the Board as requested on 10.13.25.

The consensus of the Board at the 10.13.25 Board meeting was to pursue a meeting with the Jackson Community Foundation and continue pursuing a meeting with Henry Ford Jackson Hospital in 2026 (likely after the next CEO is selected).

Keith Everett Book is currently in communication with Monica Moser of the Jackson Community Foundation (JCF) and the continuous communication with the HFJH Board.

Recent correspondence with Monica Moser detailed that the JCF Board is currently engaging a strategic planning consultant to help perform focus groups, one on one interviews, and to launch a community-wide survey to get authentic feedback from the community. It is their belief that constituents are more forthcoming with honest feedback if they can give it anonymously or share it with someone who will present the results confidentially. In early December, the JCF Board will be meeting for a full day to share that data along with community level data collected through the Jackson Collaborative Network’s Community Assessment. New data is being released on 12.09.25 and previous assessments can be found on their website. Monica suggested

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

utilizing this data to inform our Board's planning needs. Convening our boards is logistically not feasible at this time due to the work they are currently doing.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Review the Board's current Ownership Linkage activity and plan.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

BOARD BY-LAWS
Open Meetings Act – Act 267 of 1976

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.4 Board Meeting Public Comment Request Form

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

Linked is proposed website, Board meeting, and Bylaws language regarding public comment at Board meetings, along with an updated communication request form.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consider the proposed public comment language and communication request form.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)	
GOVERNANCE PROCESS: GP-01 Governing Style	
Subject: (Topic or focus for consideration)	
4.0 Board Governance 4.5 Board Monthly Self-monitoring Tool	
Description: (Concise explanation of the issue, item, or proposal)	
Enclosed is the Board's current monthly self-monitoring tool, along with that used by the North Central State College (OH) Board of Trustees for consideration.	
Resource Impact: (As applicable)	
None	
Requested Board Action: (If any)	
Consider the Board's practice of self-monitoring.	
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)	

Policy Governance Self-Assessment

Board of Trustees
Jackson College

This assessment includes questions aligned with the principles of Policy Governance. Trustees are to complete this five-point assessment individually at the conclusion of each meeting. The Board Chair will review responses each month to identify patterns and ensure continuous improvement. The summary is posted the following month.

1. Did our discussions and decisions at tonight's Board Meeting remain at the governance level and avoid operational interference?

☐ Yes ☐ No ☐ Somewhat

Comments:

___

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

☐ Yes ☐ No ☐ Somewhat

Comments:

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

☐ Yes ☐ No ☐ Somewhat

Comments:

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PLEASE FLIP PAGE FOR QUESTIONS 4 & 5…

4. Did our engagement this evening reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?

☐ Yes ☐ No ☐ Somewhat

Comments:

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____
____
____
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5. How effective was tonight's meeting in ensuring board discipline, strategic focus, and alignment with our governance role?

☐ Very Effective ☐ Somewhat Effective ☐ Needs Improvement

Comments:

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____
____
____

Board Self-Assessment

BOT Meeting held on: ________________________

Rate the Board's general meeting beha ior by assigning a nun1erical rating using the following scale:

0	I	2	3	4	5
Not Applicable	We failed	Unacceptable	Acceptable	Commendable	Met our best expectations

'otc: Please comment on all ratings of l or 2 in addition to other comn1ents you may have to offer.

Monthly: (follo□ing each regular meeting)

____ 1. The Board follo,ved its agenda and did not allow itself to get sidetracked.

____ 2. The agend,avas \Veil planned to focus on the real work of the Board.

____ 3. The meeting was ,veil attended.

____ 4. The Board's decision-n1aking processes follo\tved Carver Policy Model (focused on Ends not Means).

____ 5. Participation \Va balanced. E eryone participated, no one dominated.

____ 6. Meeting participants treated each other with respect courtesy and openness. Board members avoided side con ersations.

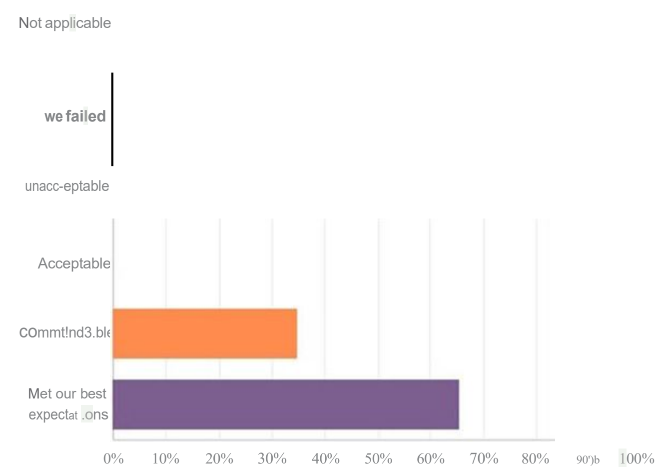
____ 7. The Board regularly provides evidence of Ow·ner Linkage.

____ 8. The Board supports the president in any reasonable interpretation of applicable Board policies.

Board Self-Assessment Survey 2025-2026

QB The Board supports the Presiclent/CEO in any reasonable interpretation of applicable board policies.

Answered: 23 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not applicabte	0.00%	0
We failed	0.00%	0
Unacceptable	0.00%	0
Acceptabl.e	O.CXY%	0
Commendable	34.78%	8
Met our best expecrations	65.22%	15
TOTAL		23

#	NOTE: PLEASE COMMENT ON ALL RATINGS OF 1 OR 2 **IN ADDITION** TO ANY

OMMEH)ATIONS FOR IMPROVEMENT IN THIS AREA YOU MAY HAVE TO OFFER	DATE
There are no responses.	

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

GOVERNANCE PROCESS: GP-09 Board Code of Conduct

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.6 Board Code of Conduct Commitment Form

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

The College has recently refreshed and rebranded the language and commitment to our beliefs, values, and employer / employee expectations statements, now known collectively as the Maroon & Gold Standards (which will be reviewed during the College Update portion of this meeting).

In sync with that, learnings from MCCA / ACCT conferences, and the Board's meeting with that of NCSC (OH), the Board might also want to consider refreshing language and commitment to their own Code of Conduct policy and practice. (The next scheduled review of policy GP-09 Board's Code of Conduct is not until June 2026, which may be longer than the Board would want to wait for this consideration.)

Enclosed for the Board's consideration are amendments to the Board's Governance Process policy GP-09 Board Code of Conduct and the corresponding commitment form.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consider amending the Board's policy GP-09 and commitment form.

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

JACKSON COLLEGE
BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Code of Conduct
Policy Number: GP-09
Date Adopted: 6.8.20

Version: 5.0
Date Last Reviewed: 05.12.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Hoffman,
Trustee Mackey

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees expects of itself and its members ethical, business-like, impartial, and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees, as first ambassadors of the College, to treat one another, the CEO, College employees, citizens of Jackson County and surrounding areas, students, and parents with respect, co-operation, and a willingness to deal openly on all matters.

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations, or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.

   3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.

   3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse themselves without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.

3.3. Trustees will not use their Board position to obtain employment with, furnish services or goods from the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.

3.4. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.

4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the CEO.

5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into ~~employee operations~~operational or administrative matters.

5.2. The Board Chair or designee is the only person authorized to speak to the public, the media, social media, or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.

6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws (particularly, in relationship to this policy), governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of Board meetings.
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional, and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
11. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct and execute a pledge at the beginning of each Trustee term and on an annual basis at the first meeting of each calendar year.~~.~~
12. Trustees who are found to have violated the Board's Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

Date Of Change	Version	Description of Change	Reviewing Trustees
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
5.8.23	2.0	Regular Review w/ minor edits	CGO, CEO
6.12.23	3.0	Regular Review Part II – Approved - Definition of reprimand provided in item 12.	CGO
5.13.24	4.0	Regular review – minor grammar edit.	CGO
3.17.25	5.0	Federally mandated compliance amendment.	CGO
5.12.25	5.0	Regular Review – no edits.	CGO

Jackson College Board of Trustees Code of Conduct:

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    5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into ~~employee operations~~operational or administrative matters.
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12. Trustees who are found to have violated the Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

My Commitment:
I commit to serve Jackson College and the citizens of Jackson County in the capacity as a Member of the Jackson College Board of Trustees following the Code of Conduct as listed above.

Signed____**Date**________

Name____

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

BOARD BY-LAWS

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.7 Consideration of Bylaws Review Schedule

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

The current schedule for reviewing the Board's Bylaws is annually in August.

The Board may want to consider that common practice for the frequence of reviewing an organization's Bylaws is every 2-5 years.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consider amending the frequency in which the Board's Bylaws are reviewed.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:
☑ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
ENDS: Board's ENDS (#5)
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.8 MLK Medal of Service Award & Celebration Dinner
Description: (Concise explanation of the issue, item, or proposal)
Since the beginning of 2025, as federally mandated, Jackson College has been navigating several amendments to our policies, organizational structure, and practices. Among practices impacted organizationally is the Board's Martin Luther King, Jr. Medal of Service Award and Celebration Dinner. Linked is: • The current MLK Medal of Service Award process, award criteria, as well as a list of historical recipients. • My recommendation for what is the Board's award and the celebration dinner going forward.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider the recommended direction for the MLK Medal of Service Award and Celebration Dinner going forward.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:
☐ Decision Request ☑ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-01 Governing Style
Subject: (Topic or focus for consideration)
4.0 Board Governance 4.9 Board Case Studies
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside for the Board to stress test their policies and Policy Governance practices by means of case studies.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Stress test policies and practices by means of case study scenarios.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:

☑ Decision Request ☐ Information Only

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

GOVERNANCE PROCESS: GP-01 Governing Style

Subject: (Topic or focus for consideration)

4.0 Board Governance
4.10 Spring Planning Session – Invitation to Rose Mercier

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

Might the Board like to invite our Govern for Impact governance coach, Rose Mercier, back for a refresher on Policy Governance at the Board's 2026 Spring Planning Session (03.31.26)? I believe that doing so is a good 'booster-shot' for continuing our journey of continuous improvement. I would appreciate your counsel on this suggestion.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consider inviting Rose Mercier to the Board's 2026 Spring Planning Session.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:
☐ Decision Request ☑ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Open Meetings Act – Act 267 of 1976
Subject: (Topic or focus for consideration)
12:00pm Board Lunch [No Board discussion/decisions]
Description: (Concise explanation of the issue, item, or proposal)
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. 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 undertaking during the Board's lunch, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social lunch gathering, mid-way through the Board Fall Planning Session.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☐ Decision Request	☑ Information Only

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

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

Subject: (Topic or focus for consideration)

5.0 College Updates
- 5.1 Context Setting – CEO Phelan
- 5.2 State Issues & Government Shutdown Recovery – CEO Phelan
- 5.3 Maroon & Gold Standards – Jennifer Dobbs
- 5.4 Strategic Agenda Update – Ashley Van Heest
- 5.5 Jackson College Economic Impact Study – Ashley Van Heest
- 5.6 Marketing New Campaign – Dotty Karkheck

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

The College updates provided at the Board Fall Planning Session (as listed above) will be driven via presentations from yours truly and my JC colleagues Jennifer Dobbs (Executive Director of Mission Alignment & Institutional Ethos), Ashley Van Heest (Chief Strategy Officer), and Dotty Karkheck (Director of Marketing).

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Receive the College Updates and ask presenters any questions the Board may have.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☐ Decision Request	☑ Information Only

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

GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control

Subject: (Topic or focus for consideration)

6.0 Plus/Delta & Next Board Meeting Topics

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

This item on the agenda provides the Board the opportunity to give the Board Chairwoman and the CEO feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.

This time is also available to help the Board anticipate topics for the Board's next regular meeting (January 12, 2026). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

- Excellence Minute – TBD
- EN-01 (#5) Board's ENDS – Policy Review
- EL-01 Treatment of Learners – Policy Review
- EL-02 Treatment of Employees – Policy Review
- EL-13 Use of AI & Machine Learning – Policy Alignment
- GP-13 Special Rules of Order – Policy Review
- BCD-02 Accountability of the CEO – Policy Review
- EN-01 (#4) Board's END – Interpretations Assessment
- EL-09 Organization Culture – Evidence Review
- EL-07 Compensation & Benefits – Evidence Review
- College Feature – IT Audit Follow-up – Doug Yenor

Requested Board Action: (If any)

Review this meeting and anticipated topics for the next Board meeting.

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

BOARD OF TRUSTEES FALL PLANNING SESSION
Action & Information Report
Board Meeting Date: November 17, 2025

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

Report Category:	
☑ Decision Request	☐ Information Only

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

GOVERNANCE PROCESS: GP-13 Special Rules of Order

Subject: (Topic or focus for consideration)

7.0 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.)