

Jackson College Board of Trustees Meeting

Regular Meeting

August 11, 2025 06:30 PM



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(*) Indicates a roll-call item

MISSION DOCUMENTS

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.

STATEMENT OF BELIEFS

As employees of Jackson College, an innovative institution totally committed to student success (TCS²), **we believe:**

- The success of our students is always our first priority
- We must perform our jobs admirably, giving our best service and support every day, for everyone
- Teamwork is founded upon people bringing different gifts and perspectives
- We provide educational opportunities for those who might otherwise not have them
- In providing employees with a safe and fulfilling work environment, as well as an opportunity to grow and learn
- Our progress must be validated by setting goals and measuring our achievements
- We must make decisions that are best for the institution as a whole
- Building and maintaining trusting relationships with each other is essential
- Competence and innovation are essential means of sustaining our values in a competitive marketplace
- We make a positive difference in the lives of our students, our employees, and our communities
- In the principles of integrity, opportunity and fairness
- We must prepare our students to be successful in a global environment

MISSION DOCUMENTS

- Our work matters!

VALUES

- **Integrity** – We demonstrate integrity through professional, ethical, transparent, and consistent behavior in both our decision-making and in our treatment of others; being accountable for our work and actions is the basis of trust.
- **Caring** – We demonstrate caring through attentive and responsive action to the needs of students and others. We listen with open minds, speak kindly, and foster relationships based on mutual respect and trust.
- **Collaboration** – We demonstrate collaboration through the mutual commitment of individuals and organizations who come together for a common cause, encouraging self-reflection, teamwork, and respect for ourselves and others.
- **Quality** – We demonstrate quality through innovation in the continuous improvement of all processes and services, encouraging students and others to become creative thinkers.
- **Community** – We demonstrate community by encouraging involvement and providing access for all individuals to contribute to a culture of respect.
- **Service** – We demonstrate service by striving to make the communities we serve great places to live, work, and learn through our involvement, both as an organization and as individuals.
- **Leadership** – We demonstrate leadership by nurturing the full development of those we serve, identifying and empowering individuals' greatest strengths.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 11, 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)
5:45pm Board Dinner [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 "<i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i>"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's 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.
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: August 11, 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)
<u>GOVERNANCE PROCESS: GP-13 Special Rules of Order</u> <u>BOARD BY-LAWS</u>
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)
Chairwoman Patterson 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 MEETING
Action & Information Report
 Board Meeting Date: August 11, 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 MEETING
Action & Information Report
 Board Meeting Date: August 11, 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 MEETING
Action & Information Report
 Board Meeting Date: August 11, 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)
<u>BOARD BY-LAWS</u>
Subject: (Topic or focus for consideration)
3.0 Communications 3.2 Board Comments & CEO Report
Description: (Concise explanation of the issue, item, or proposal)
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. However, Board policy and good governance practice suggests that this is not an occasion to make comments / respond to the attending public, <i>as this is a meeting of the Board, not the public</i>. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees. Also enclosed is my CEO Report, offered as a routine, transparent communication tool regarding on-going impacts on Board's ENDS, as well as College updates.
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.)



CHIEF EXECUTIVE OFFICER'S REPORT

08
11
25

DR. DANIEL J.
PHELAN

Mission: Together we inspire and transform lives...



NATIONAL UPDATES

CEO REPORT

How NSF Funding Helps My College Educate for the Present and Future of Work

Daniel Phelan, President of Jackson College, on the value of NSF funding for STEM education at community colleges.

BLOG POST



By Daniel Phelan

June 16, 2025

<https://www.newamerica.org/education-policy/edcentral/how-nsf-funding-helps-my-college-educate-for-the-present-and-future-of-work/>



NATIONAL UPDATES

CEO REPORT



Office of the Attorney General
Washington, D. C. 20530

July 29, 2025

MEMORANDUM FOR ALL FEDERAL AGENCIES

FROM:

THE ATTORNEY GENERAL 

SUBJECT:

GUIDANCE FOR RECIPIENTS OF FEDERAL FUNDING
REGARDING UNLAWFUL DISCRIMINATION

[New U.S Attorney Guidance on
DEI Programming](#)



CONGRESSIONAL & LEGISLATIVE UPDATES



CEO REPORT

Most members of Congress are out of town for the traditional August recess, even as tensions continue to rise between lawmakers and the Trump administration. The Senate, however, may postpone or cancel its recess due to a growing backlog of appropriations bills that must be addressed before the 09.30.25 deadline to fund the government for FY '26. President Trump has called on Senators to remain in session in order to advance the confirmation of his White House nominees.

The USDOE has started the process for NEG REG as they deal with elements of the 'Big Beautiful Bill' including federal student loans, Pell grants, and institutional accountability.

In Michigan, budget matters remain at a standstill with no hope for any action before September...

JACKSON COLLEGE UPDATES

CEO REPORT

Community Engagement:
Presentations to Townships to begin this Fall!

In the meantime...

Jackson, Hillsdale and Lenawee residents will receive the latest Inspire magazine in their mailboxes soon! It focuses on connections with our community, new developments at Jackson College, and several stories from students and alumni!



JACKSON COLLEGE UPDATES

CEO REPORT

TEDx LICENSE

Jackson College has officially been granted a TEDx license!

After several months of back-and-forth in the application process, our TEDxJackson College license has been approved. The Communications Collaborative Committee is thrilled to announce that we are moving forward with plans to host the event during the first week of March 2026, in celebration of Open Education Resources (OER) Week. Special thanks to Dr. Sonja Howell for her work on this...

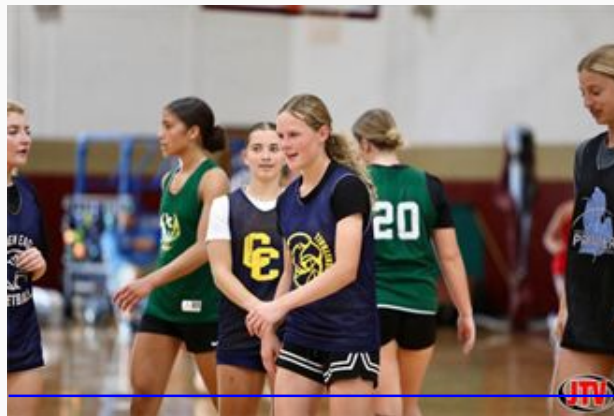




JACKSON COLLEGE UPDATES

CEO REPORT

**Jackson College Women's Basketball Camp,
6-11-2025**



Jackson College Summer Band Camp



JACKSON COLLEGE UPDATES

CEO REPORT



Jackson College food pantry expands to better serve students facing food insecurity



FOX 47 News
18.2K subscribers

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0



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25 views Jun 13, 2025

Jackson College's food pantry, in partnership with South Michigan Food Bank, is expanding with help from a grant from Feeding America.

Henry Ford College is ending their Power and Trades Core Pathway program, and

they are donating about \$1M worth of equipment to Jackson College's program!

Equipment includes:

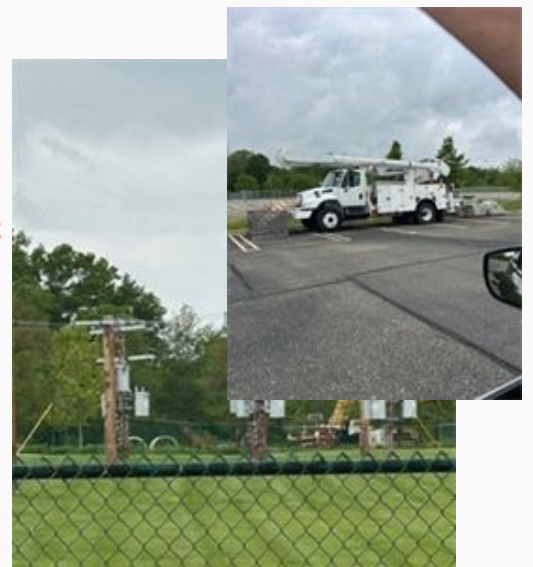
Transformers

Power Bank Pole Set Up

Poles that are partially used

A bucket truck

Harnesses and other equipment



JACKSON COLLEGE UPDATES

CEO REPORT



TRUSTEE REMINDER:

Please attend to any mandatory training courses that are not completed.

You should have received email notifications that trainings have been assigned and reminders that the course(s) have not been completed. These come from Diane Fenby (JC Director of Compliance/Deputy Title IX Coordinator) but they will be from an external email address (From: Diane Fenby [<mailto:administrator-EC5B6EB6-8483-11E8-A07F-5504C0CD7359@safecolleges.com>])

It is safe to open these emails and use the link contained in the email message.

JACKSON COLLEGE UPDATES

CEO REPORT



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Congratulations to Trustee Hoffman for his recognition of 10 years of service to Jackson College.

I deeply appreciate the participation by members for this year's Michigan Community College Summer Institute.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: August 11, 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)
<u>EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</u>
Subject: (Topic or focus for consideration)
3.0 Communications 3.3 Excellence Minutes: Admissions – Back to School Blast
Description: (Concise explanation of the issue, item, or proposal)
Stephanie Waffle-Stephenson, our Director of New Student Engagement/Director Jackson College Hillsdale, PDSO, will be highlighting the Admissions team's participation in the Back to School Blast for Jackson County on July 25. They assisted in distributing free back-to-school supplies to over 1,300 K–12 Jackson County students and their families. It was a great event to give back to our community and connect with so many future, current, and past Jets!
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the community offering 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: August 11, 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)
<u>GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</u>
Subject: (Topic or focus for consideration)
4.0 Ownership Linkage 4.1 Ownership Linkage Update
Description: (Concise explanation of the issue, item, or proposal)
In accordance with the schedule for Ownership Linkage (OL) actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, in-depth interviews will begin in FY '25. Ownership Linkage Meetings Status: ○ Accelerate Jackson (On Campus, Fall 2025, TBD) ○ Hospital Board (TBC for November 2025) I kindly request that the Board determine which Trustees will participate and which will facilitate each OL opportunity.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Determine which Trustees will participate and which will facilitate each OL opportunity.
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: August 11, 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](#)
[ENDS: EN-01 \(#4\) Board's ENDS](#)
[BOARD / CEO DELEGATION: BCD-03 Delegation to the CEO](#)
[BOARD / CEO DELEGATION: BCD-04 Monitoring CEO Performance](#)
[BYLAWS](#)

Subject: (Topic or focus for consideration)

- 5.0 Consent / Required Approval Agenda
 - 5.1 Adoption of Minutes
 - 5.1.1 [Regular Board Meeting, Dated 06.09.25*](#)
 - 5.2 ENDS
 - 5.2.1 [EN-01 \(#4\) Board's ENDS – Policy Review *](#)
 - 5.2.2 EN-01 (#4) Board's ENDS – Interpretations Assessment *
 - 5.3 Board / CEO Delegation
 - 5.3.1 [BCD-03 Delegation to the CEO – Policy Review *](#)
 - 5.3.2 [BCD-04 Monitoring CEO Performance – Policy Review *](#)

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

Linked are the minutes of the most recent regular meeting and planning session of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.

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.

Linked for their regular reviews are Board ENDS policy EN-01 (#4) and Board / CEO Delegation policy BCD-03. Pre-review Trustees of these policies (Chairwoman Patterson, Vice-Chairwoman Lake and Trustee Simpson) and I do not recommend any changes to these policies at this time.

Pre-review Trustees and I have recommended a minor update to policy BCD-04 (attached).

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: August 11, 2025



Attached as well are my interpretations for EN-01 (#4) for your consideration, unchanged from the previous year.

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 06.09.25, Board ENDS policy EN-01 (#4), Board / CEO Delegation policies BCD-03 and BCD-04, and the Bylaws; and assessing my interpretations of EN-01 (#4) as demonstrating reasonable interpretations.

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



Jackson College Board of Trustees

Interpretations Assessment: EN-01 Board's ENDS (#4)

Report Date: 08.11.25

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

POLICY STATEMENT:

4. Learners develop life and workplace skills.

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

INTERPRETATION:

I have interpreted this policy statement to mean that, as part of the learning experience at Jackson College, degree and certificate seekers shall have the opportunity to grow in their understanding of essential work and life skills, necessary to be successful in our democracy.

This is reasonable because technical knowledge without context in the broader economic and social ecosystem of the United States is insufficient for a learner to be successful.

4.1.1 Learners experience significant gains in their critical thinking, problem solving and written communication skills.

INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving, and written communication skills are to be embedded in all certificate and degree academic programming, as well as measured through institutional academic outcomes, which should be documented and reviewed by an assessment committee comprising faculty and administrators, which would develop and utilize rubrics of general education outcomes and essential competencies.

The achievement of this ENDS Statement is validated when:

- a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.
- b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the

Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

4.1.2 Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational outcomes; and
- b) Learners have opportunities to develop leadership skills outside the academic program in learner government, learner organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that learner government, learner organizations and athletics opportunities contribute significantly to development of leadership.

This is also reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for learner residents.

This is reasonable because research has demonstrated learner residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.