

Jackson College Board of Trustees Meeting

Regular Meeting

October 12, 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: October 12, 2026



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
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: October 12, 2026



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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<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, & 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>10.12.26</u>	Time: <u>6:31P</u>	Chair: <u>Donna Lake</u>	Meeting lead: <u>Dr. Phelan</u>
Recorder: <u>K.E. Book</u>	Weather: _____	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: 10.12.26

BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 12, 2026



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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<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)
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: October 12, 2026

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

Report Category:

☐ Decision Request ☒ Information Only

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

[BOARD BY-LAWS](#)

Subject: (Topic or focus for consideration)

3.0 Communications
 3.1 Public Comments (limit of 3 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...the rest of the meeting is dedicated to the Board doing its own work, in a public setting. Public comments are limited to 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 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.

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.*

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:

"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: October 12, 2026

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

Report Category:

☐ Decision Request ☒ Information Only

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

[BOARD BY-LAWS](#)

Subject: (Topic or focus for consideration)

- 3.0 Communications
 - 3.2 Board Comments & CEO Comments
 - 3.2.1 Board Members
 - 3.2.2 CEO
 - 3.2.3 Future Signaling Discussion
 - 3.2.4 ACCT Conference

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

This item is placed on the agenda for **Members** and 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 or future signaling nature for the edification of other members and/or the CEO.

However, board policy and good governance practice note that **this is not an occasion to make comments or 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.

Additionally, CEO Phelan requests Board discussion on these **future signaling items**:

1. <https://www.ccdaily.com/2026/08/student-housing-solutions/>
2. <https://www.nytimes.com/2026/07/13/style/gen-z-trade-school-careers-ai-college.html>

Lastly, the Board will review preparations for their participation in the upcoming **American Community College Trustees Leadership Congress** in Chicago, 10.20 – 24.26. [Linked here](#) is the overview of the agenda.

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.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026

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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</u>
Subject: (Topic or focus for consideration)
3.0 Communications 3.3 Excellence Minute: Career Exploration / Mentorship event w/ Consumers Energy – Amber Collins
Description: (Concise explanation of the issue, item, or proposal)
For this month's Excellence Minute, we welcome Amber Collins, JC's Director of Economic & Workforce Development, to share highlights from the 09.25.26 Career Exploration and Mentorship event with Consumers Energy and JC. Jackson College students connected with education-to-career pathways at Consumers Energy. The event emphasized career awareness and education-to-career alignment, strengthening the talent pipeline within Jackson County and the surrounding region. Students had direct access to Consumers Energy employers, hands-on career exploration, and clear pathways from education to employment across technical, skilled trades, STEM, environmental, operations, and business professions. This event provided a direct connection between curriculum and workforce application and was designed to enhance classroom relevance and create opportunities for industry-informed dialogue.
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: October 12, 2026
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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 Board Governance 4.1 Ownership Linkage Update
Description: (Concise explanation of the issue, item, or proposal)
Enclosed, please find a second draft letter of appreciation and follow-up for participants in the FY '26 Ownership Linkage (OL) focus groups, incorporating Trustee requests for more detail regarding the operational impacts of the Owner's input.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider the second draft letter for participants in the FY '26 OL focus groups.



OFFICE OF THE PRESIDENT

2111 Emmons Road • Jackson, MI 49201-8399

517.787.0809 • www.jccmi.edu

~~September 14~~October 12, 2026

Dear Owners –

Permit me this opportunity to offer my sincere appreciation for your participation in Jackson College's FY '26 Ownership Linkage process. Our Board's governance model (Policy Governance) requires that recommendations for broad institutional direction be obtained from the "Owners" in our community, of which you are one, as a citizen of Jackson County. Through the October 2025 and August 2026 listening sessions, your direction has been heard.

The trends in the feedback provided both affirmations of the College's work, as well as some insights into areas the College could excel. Examples of the College's trending strengths included strategic industry alliances, work-based models, strategic industry prioritizations, curriculum alignment, public safety and infrastructure, and dual pathways.

The more operational input received in the listening sessions was passed along to me, which has informed the institution's operational direction. At the same time, the Board has concerned themselves with the more strategic, visionary input provided.

The first of 2 trending operational opportunities was intentional modality offerings. Now more than ever the College is working to balance student convenience with long-term academic outcomes by using technology to increase access and support teaching, not replace it, which to JC means

1. Holding 50% of classes in person, ensuring physical interactions provide unique value that cannot be replicated elsewhere, and
2. Assessing and designing virtual experiences with clear pedagogical purpose.

~~Trending~~The second trending operational opportunity was further opportunity areas included intentional modality offerings and two-way engagement. We heard a request for targeted conversations rather than community-wide forums. We also heard there is a need for stronger Jackson College brand communications rather than attempting a more physical presence downtown. Efforts towards this opportunity include the College hire of an Executive Director of External Engagement, as well as a revitalization of direct JC engagement with parents and K-12 counselors.

Strategically, ~~We~~ understand the community's AI risk tolerance consensus to be conservative to moderate. Groups strongly recommended the College assess AI uses and benefits in the institution's internal practices first, followed by translating those into mandatory AI literacy curriculum.

~~The more operational input received in the listening sessions was passed along to President Phelan, which has informed the institution's operational direction. At the same time, the Board has concerned themselves with the more strategic, visionary input provided, particularly the suggested long-term direction of AI.~~ The Board has codified this strategic direction for emerging technology, including AI, in their ENDS (Outcomes) policies, to ensure that Jackson College delivers on that request. Compliance with ~~these AI~~technology outcomes will be demonstrated in 2026-2027 when 1) The College provides relevant and ongoing training and awareness of

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OFFICE OF THE PRESIDENT

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A~~te~~chnology, its strengths, limitations, and responsibility for its use, and 2) Academic integrity and learning outcomes are maintained or improved by A~~te~~chnology use.

Thank you once again for helping Jackson College apply the voice of our Owners to its purpose. You are an integral part in our Total Commitment to Student Success, Student Achievement Imperative, and mission: Together We Inspire and Transform Lives.

With respect and gratitude,

Daniel J. Phelan
President & CEO
Jackson College

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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026

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

Report Category:

☒ Decision Request ☐ Information Only

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

[GOVERNANCE PROCESS: GP-01 Governing Style](#)
[ENDS: EN-01 \(#1-3\) Board's ENDS](#)
[EXECUTIVE LIMITATIONS: EL-03 Planning](#)
[EXECUTIVE LIMITATIONS: EL-05 Asset Protection](#)
[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 09.14.26 *](#)
 - 5.2 Policy Review
 - 5.2.1 ENDS
 - 5.2.1.1 EN-01 (#1-3) Board's ENDS – Policy Review *
 - 5.3 Interpretations Assessments
 - 5.3.1 EL-03 Planning – Interpretations Assessment*
 - 5.3.2 EL-05 Asset Protection – Interpretations Assessment *

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

Linked are the minutes 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.

Please note that, by State law, a preliminary draft of these minutes are 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 its regular review is ENDS Policy EN-01 (#1-3) Board's ENDS to which policy pre-review Trustees (Chairwoman Lake and Trustee Mackey) and I recommend an edit regarding technology impact on education and employment.

Enclosed for the Board's assessment of reasonableness are my interpretations for Board Executive Limitations Policies EL-03 Planning and EL-05 Asset Protection, both with suggested edits throughout. (The Board is revisiting interpretations for EL-05 from

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2026



the 09.14.26 Board meeting because 2 newly approved policy items, technology-related items 9.6 and 9.6.1, had mistakenly not been included for consideration in the 09.14.26 interpretations assessment.)

Also enclosed is a case study (Updating ENDS Policies for New Technologies) that the policy pre-review Trustees discussed during their policy review session on 09.14.26.

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 for 09.14.26; approval of ENDS policy EN-01 (#1-3) as amended; and assessment of the CEO's interpretations of Executive Limitations policies EL-03 and EL-05 for reasonableness.

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

Updating ENDS Policies for New Technologies

Despite making waves as a revolutionary technology on its release almost four years ago, research into the benefits of implementing generative AI on educational outcomes has been inconclusive at best and most companies that have invested heavily in the technology so far have struggled to identify any measurable returns on their investments. Additionally, recent statements from the leading companies in the field announcing their intention to slowdown research and development and a larger economic trend of data center construction falling far behind estimated schedules for widespread adoption have led some to question the economic utility and longevity of the technology.

With these concerns in their mind; a trustee has questioned whether the college's investment in generative AI demonstrates a wise and sustainable use of resources for our students and if so, how that can be demonstrated satisfactorily for the board's duties under Policy Governance.

Possible discussion questions:

- Can a board meaningfully monitor a CEO's performance in contemplating an emerging technology before research on its impact is established and available?
 - If so, how can their performance be documented to satisfy accountability to the board?
 - How should the board determine their own cadence in reviewing their standards of CEO performance on such a topic?
 - What if the information on the topic changes at a considerably faster pace than the board's normal pace of policy reviews would accommodate?
 - If not, is it reasonable to specify its inclusion in an organization's ENDS?
- How can a board determine if research has been sufficiently established to make a larger and definitive decision on the relative benefits and costs of an emerging technology related to the organization's ENDS?
- What differentiates contemplating the impact of generative AI from that of other technologies to elevate it to a matter of board concern?
 - Have any other technologies been singled out for board consideration as a policy mater instead of being a purely operational concern?



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: ENDS

Policy Title: Board's ENDS (#1-3)

Policy Number: EN-01

Date Adopted: 8.12.19

Version: 6.0

Date Last Reviewed: 11.03.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Hoffman,
Trustee Mackey

GLOBAL ENDS STATEMENT:

Jackson College exists so that:

All those who choose to enroll have learning opportunities that prepare them to be successful global citizens and contribute to Jackson County's vitality at a cost that demonstrates wise and sustainable stewardship of resources.

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.
 - 1.1 Learners complete degrees and obtain industry-recognized credentials of value in the workplace.
 - 1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.
 - 1.1.2. Ongoing regional labor force and employment needs are identified and supported.
 - 1.1.3 The impact of AI technology on education and employment is contemplated in educational programs and student success practices.
 - 1.2 Employers have avenues for employee training.
 - 1.3 The region has enhanced capacity for entrepreneurial innovation.

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.
3. All populations of learners experience learning and academic success responsive to their unique whole learner needs.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release of new Ends policy following Policy Governance consulting work.	Chief of Staff
04.11.22	2.0	Opening statement language updated to reference “All those who choose to enroll” (as opposed to “Residents of Jackson County and non-chartered Counties”)	CEO
8.8.22	2.0	Regular Review – Approved	CEO
6.12.23	3.0	Regular Review – Edits Approved	CGO
6.10.24	4.0	Regular Review – EN-01 split into 3 separate EN policies.	CGO
3.17.25	5.0	Federally mandated compliance amendment.	CGO
6.9.25	5.0	Regular Review – Approved without edits.	CGO
10.13.25	5.0	Regular Review (new review process) – Approved without edits.	CGO
11.3.25	6.0	Interpretation preparation resulted in edits: addition of 1.1.3 (AI) and eliminations of 1.2, 3.1, 3.2, and 3.3 as they were integrated into the interpretations.	CGO



Jackson College Board of Trustees

Interpretations Assessment: EL – 03 Planning

Report Date: 10.12.26

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

POLICY STATEMENT:

The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board's ENDS. Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Permit budget planning or College operations without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.**

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the proposed new budget aligns with the current budget year, both appearing in the three-year pro-forma financial plan consisting of revenues and expenses presented each year to the Board.

I have further interpreted that compliance with this policy statement will be demonstrated when the CEO's Strategic Agenda, an evergreen planning document, consisting of 18 months of goals, strategies, and tactics, demonstrates a clear alignment from the ENDS policies, through to operational priorities assigned to the

Executive Leadership Council, which, in sum, is responsible for the bulk operational activity of the College.

This interpretation is reasonable because the use of a strategic planning document and three-year proforma budget data are traditional tools used in the achievement of Board policy directives in the higher education industry.

1.1 Permit financial planning without a projected multi-year (no less than five years) facilities master plan.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the College's five-year facilities master plan is included in the Budget preparation documents used as a basis for determining priorities in a current year, with the understanding of the potential for changing economic conditions, as well as available funding.

This interpretation is reasonable because the five-year master plan is folded into the Board approved budget and is codified in distributed form for Board inspection.

2. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, as noted in 2.1 (separation of capital expenditures), as well as the following:

- a) Projected revenues from tuition and fees are based on a regression analysis of historical enrollment, adjusted against current events, and the CEO's initiatives.
- b) Housing revenues are derived from prior year application analysis, adjusted following consideration of actual and/or potential impactful, societal events.
- c) Property tax revenue is derived from property valuations, less the Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information provided by my analysis following a review of state projections and consideration of a likely state budget outcome, given that our College budget needs to be approved by the Board fully three months before the State budget is required to be completed.
- e) Contract training revenue, performing arts activity, miscellaneous revenue, and Transfers Revenues are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy

assumptions, based on the sale of a student residence mandatory meal plan, and catering services.

- g) Wages, Retirement and Benefit expense are derived from the current staffing roster, adjusted for labor agreement requirements, changes in State and Federal requirements, as well as the addition of new staff to the budget.
- h) Services – Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other operating costs are derived from historical trends, adjusted for current revenue assumptions.
- i) Transfers-Debt Services is derived from our debt repayment schedule for the required payments on outstanding obligations that year.
- j) Capital Equipment & Transfers are derived by the residual income over expenses after all other expenses are planned.
- k) The budget book includes five-year facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the Leadership Council, while ensuring the satisfaction of the Board requirements of two-month's operating on hand.
- m) The budget book includes major planning assumptions.

This interpretation is reasonable because all budget items are derived in a manner which is comparable to budget planning processes used in other community colleges of comparable size.

2.1 Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.

2.1.1 Unless otherwise approved by the Board, provide less than the amount required to address critical deferred maintenance.

2.1.1.1 Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the total amount of plant transfers budgeted, debt, and/or transfers at year end, are at least 4.5% of the budgeted operating revenues.

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of

compliance with this numerical threshold.

2.1.1.2 Less than 3.5% allocated for technology and institutional equipment.

INTERPRETATION:

Directly or indirectly related technology and institutional equipment are part of the capital budget. Compliance will be demonstrated when the total for technology and institutional equipment is included in the 3.5% of the operating budget planned for capital equipment, year-end transfers, and debt.

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of compliance with this numerical threshold.

3. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and Ownership linkage.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the budget account for the Board's direct use is identified as a separate department within the overall College.

This interpretation is reasonable because the Board has opportunity to review and approve the adoption of the annual operating budget.

4. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

This interpretation is reasonable because the Board of Trustees receives and regularly has opportunity to review monthly financial reports on the College's financial activity,

as well as audited financial reports for evidence of compliance with this policy item.

5. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when budget plans for the board include future years projections that are fiscally viable, as well as the following.

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and Borrowing (i.e., debt service) does not exceed 10% of annual operating expenses.

This interpretation is reasonable because the Board receives annual budget planning documents which include elements of fiscal soundness, (which is consistent with the historical threshold previously used by the Board), debt services, and projected outcomes of negotiated contracts in those years when union contracts are expired.

5.1 Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long-term.

INTERPRETATION:

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

- a) Each ~~Leadership Council~~Executive Council Member has identified, to the College CEO, an interim successor.
- b) Each Council Member Successor is provided current operational information and has the opportunity to fill the responsibilities of the position from time to time.
- c) Each Council Member Successor is aware of their responsibility to the operations of the College and the Leadership council.

This interpretation is reasonable because it monitors succession planning at the appropriate levels of the organization and is a consistent practice among other community colleges.

5.2 Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, (partially as noted in 5.2.1) as well as the following:

- a) Minutes of the ~~Leadership Council Executive Council~~ confirm that it regularly discusses current operations of the organization.
- b) The ~~Leadership Council Executive Council~~ understands how the organization is evaluated under Policy Governance and is involved in the development of Board Monitoring Reports.
- c) Performance Management Interviews (PMIs) between the ~~Leadership Council member Administrators~~ and their direct reports, conducted by Administrators on at least 90% of their direct reports, reveal discussions of larger operations in the area under supervision, as well as discussion of leadership growth and a pathway for doing so.

The interpretation is reasonable because it covers the two areas critical to continuity of the CEO's role; Operations of the College and support of the Board's assessment of organization performance. Further, PMI meetings, with direct reports, are a requirement of all ~~Leadership Council Executive Council~~ Members which assess competence and promotes continuous professional development.

5.2.1 Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when (assuming that "*the assumption of the operation of the organization*" language includes the same authority and responsibility as the CEO):

- There is a documented succession plan with two named ~~Leadership Council Executive Council~~ members that delineate the respected authorities and responsibilities of the CEO, for which each person is accountable during a temporary absence of the CEO of less than 6 months.
- When the two named successors, as determined by the CEO, are shared, in order, with the Board of Trustees.
- When the two named successors confirm their knowledge of their role as successor, and their responsibilities and

accountabilities in the event of an absence.

- When the two named successors are required to attend monthly Board Meetings, Planning Sessions, and receive appropriate Board communications.

The interpretation is reasonable because it supports the Board's ability to apply policy BMD-5 President & CEO Succession.



Jackson College Board of Trustees

Interpretations Assessment: EL – 05 Asset Protection

Report Date: 09.14.26 & 10.12.26

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

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.

- 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.

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.

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.

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.

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.

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

INTERPRETATION:

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.

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, and Building a Welcoming Community as constituting compliance with this policy.

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

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.

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.

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.

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~~ Executive 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~~ VP, Student Achievement & Financial Services 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.

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 and 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~~Executive 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.

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~~Executive 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.

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.

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.

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 major 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.

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.

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-Executive~~ 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 decerned, 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~~~~Executive Council~~ members, ~~and~~ the President, or designee are allowed to enter into contractual relationships.

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 ~~or are not being~~ ~~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.

9.6. Operate outside of ethical and legal compliance regarding technology utilization.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) The College defines and communicates the misuse of technology as any use that exposes, discloses, or inappropriately uses personally identifiable information (PII), confidential student records, personnel information, health-related data, or other sensitive institutional data; weakens established security controls; or results in unauthorized access, retention, or sharing of data.
- b) The College ensures that technology utilization are approved and used with appropriate safeguards, including limits on entering sensitive data, vendor and risk review, role-based access, data minimization and retention controls, user guidance and training, monitoring and incident response, and human oversight of technology-supported decisions affecting individuals.

This interpretation is reasonable because it provides thorough and on-going guidance on the misuse of technology and is consistent with practices of other higher education institutions

9.6.1. Operate technology systems without transparency and accountability for use.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) The College provides technology training to employees.
- b) The College maintains a cross-departmental body that focuses on the evolving use of technology.
- c) The College develops and maintains a technology responsible use policy.
- d) Academics maintains a syllabus template that guides responsible technology use.

The interpretation is reasonable because it demonstrates employee access to technology training tools and knowledge of employee use expectations.

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.

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.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026



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

Report Category:

☒ Decision Request ☐ Information Only

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

[ENDS: EN-01 \(#5\) Board's ENDS](#)

Subject: (Topic or focus for consideration)

6.0 Monitoring CEO Performance
 6.1 EN-01 (#5) Board's ENDS – Evidence Review *

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

Attached for your review is the evidence (i.e., Monitoring Report) for EN-01 (#5). You will note that my report indicates Full Compliance according to previously established and approved interpretations for 2026.

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 EN-01 (#5) for evidence of full compliance with the 2026 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:
EN – 01 Board's ENDS (#5)
Monitoring Period: October 2025 – October 2026

[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 EN-01: "Board's ENDS (#5)". 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.

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

10.12.26

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

Date

5. Jackson County residents have accessible resources to improve their quality of life.

5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the achievement of this ENDS statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale, and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going learner years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year-old learners, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

EVIDENCE:

On 10.06.26, the VP, Student Achievement & Academics confirmed the following:

- a) Jackson College continues to provide both credit and non-credit educational opportunities designed to serve residents throughout Jackson, Lenawee, Hillsdale, and surrounding communities beyond the traditional college-going years. Through Corporate and Continuing Education (CCE), the College offers short-term and continuing education opportunities supporting personal enrichment, professional development, workforce advancement, and industry-recognized credentials. Offerings included online programming through Jetway, occupational and certification-related training, employer-sponsored training, and community enrichment courses.

During 2026, Jackson College also expanded community-based lifelong learning opportunities through adult enrichment programming. Jackson College also maintained pathways that allow adult learners to move between non-credit and credit education. Credit for Prior Learning provides an opportunity for eligible students to receive academic credit for demonstrated college-level learning obtained through employment, military service, professional training, industry credentials, and other prior experiences.

- b) Jackson College continued its commitment to maintaining affordable access to lifelong learning opportunities. Non-credit programming is intentionally structured to provide residents with lower-cost alternatives to traditional credit-bearing coursework when appropriate. Through CCE, community members had access to short-duration personal enrichment and workforce-development courses that required a substantially smaller financial commitment than enrollment in a traditional academic program.

The College also continued to partner with employers and workforce organizations to reduce the financial barriers associated with employee training and professional development. Employer-sponsored training, customized workforce education, apprenticeship partnerships, and available state workforce-training resources provided additional mechanisms for residents to develop new skills or advance within their professions.

- c) The Jackson College Library remains accessible to community residents during the 2026 monitoring period. Community members could use library spaces, obtain borrowing privileges through a free library card, access eligible library materials and resources, receive research assistance, and use resources made available through Jackson College's partnership with the Jackson District Library.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Center for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in non-credit courses for arts and wellness;

- c) There is access to the gym and the Jets Air Station through enrollment in non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking).

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

EVIDENCE:

Review of the website on 09.24.26 by the Registrar confirmed that all of (a), (b), and (c) are offered to the College community.

- a) The Potter Center continues to serve as a recognized provider of a wide variety of entertaining events. Relatedly, the Student Life Coordinator has held over four dozen events on campus for learners and the campus community. Several events were open to the public as well.
- b) Community residents, learners, and the campus community are able to enroll in a variety of non-credit courses for art and wellness.
- c) Enrollment in non-credit courses grants access to the gymnasium and indoor track located in the Fieldhouse. In addition to the amenities in the Fieldhouse, those enrolled in non-credit courses were also provided access to the Jets Air Station.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

I have interpreted this policy statement to mean that the College must provide a service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism, contributions, partnerships, and quality of life programming.

This is reasonable because it demonstrates multiple means by which College services contribute to this ENDS.

EVIDENCE:

Below was verified by the Registrar via a review of the College website offerings on 09.21.26.

- a) Jackson College continues in its partnership with Henry Ford Jackson Hospital (HFJH) to offer learners medical care evaluation and treatment through the Central Campus-based clinic. A licensed nurse practitioner, together with a Medical Office Assistant are available for learners and employee patient visits, diagnosis and assessment, prescribing medications, or referrals. Visits to the JC Health Clinic are available for acute care for current Jackson College learners.

- b) Jackson College also continues its collaboration with Family Services and Children's Aid to provide mental health assistance for learners and employees. Support was available from the Oasis Center staff to provide short-term assistance and where ongoing support was required, the Oasis Center staff noted that it provides the level of required support or assist the individual in securing support through an outside agency. T
- c) Jackson College offers dental hygiene services while helping learners gain experience. Community members, as well as Jackson College learners and employees, were able to utilize Jackson College's Dental Hygiene Clinic. The clinic allows dental hygiene learners to complete the practice hours required as part of their studies.
- d) Learners, community members, faculty, and staff are encouraged to attend various sporting events at Jackson College. Jackson College Athletics teams participated in home and away matches in Soccer, Baseball, Bowling, Volleyball, Basketball, Golf, and Cross Country. The sporting events were advertised on the JC Athletics website, social media, and the 'This Week' weekly email.
- e) Jackson College collaborates with the secondary school systems in our tri-county area to create pathways to college credit and credentials for local high school students. Jackson County ISD high school students participated in the [Jackson County Early College \(JCEC\)](#), while JC Lenawee learners enrolled in the [JC/LISD Academy](#) and the new [Lenawee County Early College \(LCEC\) program](#), and JC Hillsdale learners enrolled in the [Hillsdale County Early/Middle College \(HCEMC\)](#). Learners who participated in Jackson College early college programs earn college credit, certificates, and/or an associate degree. High school students from the tri-county area who do not participate in early college programs had an opportunity to earn college credit in the Jackson College dual enrollment program. All learners in these programs, including dual enrollment receive program specific advisors and long-term planning services from Jackson College.
- f) Jackson College also provides the Corrections Education Program (CEP) in partnership with the Michigan Department of Corrections. Jackson College is approved by the Higher Learning Commission to offer educational programming inside the correctional facilities and allow eligible learners to use Federal Financial Aid towards the cost of the tuition. Jackson College has partnered with 7 different institutions within the state of Michigan. As the largest provider of corrections education in the State of Michigan, Jackson College has approximately 700 learners currently enrolled through CEP with continued enrollment growth expected in the next year.
- g) The Health Science department hosts a community wellness day on campus. The event focuses on providing basic health screening services, including blood pressure monitoring, glucose testing, EKG monitoring, and overall health evaluations. The event features student participation in providing health screening services to highlight the need for community service and engagement.

- h) A Review of CEP records on 09.21.26 by the Registrar confirmed that corrections programing included Associate of Arts, Associate of General Studies, Associate of Science degree, Associate of Applied Science degree, as well as an Associate of Applied Science in Business Administration, Public Administration, or a Business Management Certificate. Additionally, a proposal was made to add Sport Management as a degree option in the prison as a pilot program this academic year.
- i) Review of CEP records on 09.21.26 by the Registrar confirmed that all enrolled learners were assigned a Corrections Education Program Specialist and had access to support available to other learners. Supplemental materials such as books, pens, pencils, paper, and course materials are supplied to all students at the start of the term. Additional supports such as academic accommodations are also developed by the Student Achievement Center in support of the CEP program.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026

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

Report Category:

☒ Decision Request ☐ Information Only

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

[EXECUTIVE LIMITATIONS: EL-01 Treatment of Learners](#)

Subject: (Topic or focus for consideration)

6.0 Monitoring CEO Performance
 6.2 EL-01 Treatment of Learners – Evidence Review *

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

Attached for your review is the evidence (i.e., Monitoring Report) for EL-01. You will note that my report indicates Full Compliance according to previously established and approved interpretations for 2026.

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-01 for evidence of full compliance with the 2026 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 – 01 Treatment of Learners
Monitoring Period: October 2025 – October 2026

[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-01: "Treatment of Learners". 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.

10.12.26

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

Date

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, not merit-based, disrespectful, or unnecessarily intrusive.

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

- 1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All operational policies, procedures, and training programs are in place to protect learners from any conditions that might threaten their health, safety or well-being.
- b) All chemicals requiring Safety Data Sheets (SDS) are maintained and accessible and available upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- c) A current emergency reference guide is available to all employees and learners and the guide content and placement of the guide is consistent with advice from local police and fire departments.
- d) A Drug Free Schools and Campus Plan, which complies with the Drug Free

Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.

- e) The College complies with Federal Clery reporting requirements.
- f) The College has a pandemic plan that is current and accessible.
- g) Learners have reasonable access to communications regarding emergencies and campus closings.
- h) The College complies with all local permitting requirements, as well as State requirements, regarding elevator, boiler, and fire system inspection.
- i) The College provides reasonable campus-based support services for all learners.

This interpretation is reasonable because it ensures compliance with National and State requirements for safety and security for institutions of higher education.

EVIDENCE:

- a) The Operations Coordinator confirmed on 09.29.26 that the following policies were accessible online and have been reviewed in the last two years:
 - i. [Tobacco Free Environment 1715](#) - last approved on 09.24.26.
 - ii. [Threats and Violence 2609](#) – last approved on 06.01.26
 - iii. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last approved on 12.17.25.
- b) The VP, Student Achievement & Enterprise Services confirmed on 09.21.26 that the [Safety Data Sheets](#) were current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Operations Coordinator confirmed on 09.24.26 that [Emergency Information](#) is available online.
- d) The Operations Coordinator confirmed on 09.28.26 that the [Drug and Alcohol Abuse and Prevention Program \(DAAPP\)](#) is accessible online. The document was updated on 09.01.26.
- e) The Operations Coordinator confirmed on 09.28.26 that the 2026 [Campus Crime and Fire Report](#) is available online and contains statistics for 2023 to 2025.
- f) The VP, Student Achievement & College Operations confirmed on 10.02.26 that a pandemic plan is in place and can be reinstated in the event of an emergency.
- g) The Operations Coordinator confirmed on 09.24.26 that the College used LiveSafe alert systems available to learners. Information on LiveSafe is available [online](#) and the Live Safe App could be downloaded. Information was provided during the mandatory new employee orientation, with additional reminders provided throughout the year. Communication regarding emergencies was also sent via email.
- h) The VP, Student Achievement & Enterprise Services confirmed on 09.21.26 that inspections were up to date. Documentation of inspections for elevator and boiler inspections and the Fire Safety & Extinguisher inspection reports are current and were stored by them and/or their staff.

- i) The VP, Student Achievement & College Operations confirmed on 10/2/26 that annual contracts are on file with the VP, Student Achievement & College Operations that define provisions for the College's Oasis Center, through Family Services and Children's Aid, which provides mental health services to learners and employees, as well as for the College's Health Clinic through a partnership with Henry Ford Health Systems. The College, through our academic program, provides dental care and evaluation to learners and employees.

1.1. Allow learners to be without policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners.
- b) The College has an Incident Reporting Form and anonymous tip line, independent of the College, available to learners to report issues of sexual discrimination and harassment.
- c) The College has a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

EVIDENCE:

- a) The VP, Student Achievement & College Operations confirmed on 09.24.26 that the [Sexual Harassment Policy 1717](#) was last reviewed on 02.11.25 and is accessible on the website.
- b) The VP, Student Achievement & College Operations confirmed on 09.24.26 that as described within policy 1717 the following reporting methods are available online for learners and employees:
 - i. An [incident reporting form](#) is available and located online.
 - ii. Information on how to submit an anonymous tip using an [online tip form](#) online, via a text message and smartphone app were available online.
- c) The CEO designated the VP, Student Achievement & College Operations as the Title IX Coordinator. All related contact information is [readily available online](#). This was confirmed by the Operations Coordinator on 09.24.26.

1.2 Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.

INTERPRETATION:

Compliance will be demonstrated when:

The College evaluates programmatic- and course-level learning outcomes to ensure compliance with objective academic standards.

The interpretation is reasonable because it allows for academic freedom while meeting federal requirements.

EVIDENCE:

The VP, Student Achievement & Academics confirmed on 10.07.26 that Jackson College continues to develop, review, deliver, and assess its academic programs based on objective academic standards, established learning outcomes, disciplinary expectations, accreditation requirements, and demonstrated student achievement.

During the 2026 monitoring period, faculty and academic leadership continued to review course- and program-level student learning outcomes through the College's established curriculum, assessment, and program review processes. Academic programs are evaluated based on defined competencies, measurable learning outcomes, student performance, workforce or transfer expectations where applicable, and relevant institutional and specialized accreditation standards.

Jackson College has implemented Watermark Planning & Self-Study to strengthen documentation and review of program assessment, student learning outcomes, program review, and institutional effectiveness.

The College continued its review of General Education outcomes through the Institutional Quality Committee, emphasizing measurable competencies such as written and oral communication, mathematical reasoning, and critical thinking.

Curricular decisions proceed through established faculty and academic governance processes. Proposed curriculum changes are evaluated based on academic merit, learning outcomes, disciplinary standards, transfer expectations, workforce requirements, accreditation requirements, and demonstrated educational need. The College does not modify academic standards, grading expectations, course competencies, or program requirements based on a student's identity or other non-academic characteristics.

These practices preserve faculty academic freedom in the selection of appropriate instructional approaches and the examination of differing perspectives while ensuring that the academic standards students are expected to achieve remain consistent, measurable, and academically defensible. Through these established curriculum, assessment, and program review processes, Jackson College demonstrates that program delivery and academic expectations remain grounded in objective educational standards.

1.3 Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides regular AI training to learners.
- b) The College maintains a cross-departmental body that focuses on the evolving use of AI.
- c) The College develops and maintains an AI responsible use policy.
- d) Academics maintains a syllabus template that guides responsible AI use.

The interpretation is reasonable because it demonstrates learner access to AI training tools and knowledge of learner use expectations.

EVIDENCE:

The VP, Student Achievement & Digital Innovation confirmed on 10.01.26

- a) Learners have free, self-paced AI training available directly in Canvas through the College's partnerships with Google and Coursera. AI-fluency courses, requiring only a few hours each, build baseline AI literacy. Available longer career tracks build job-ready skills in fields such as data analytics, IT support, cybersecurity, and digital marketing. Learners who complete a track can earn a College digital badge to share on LinkedIn. These offerings are non-credit and co-curricular.
- b) The College's AI Committee is a cross-functional group comprised of faculty, administrators and staff that meets monthly to govern acceptable use, policy and tools for AI at the College.
- c) The [Academic AI Policy \(AC-1053\)](#) sets expectations for responsible AI use in coursework. Learners must disclose and cite AI use, critically evaluate AI-generated content, and not enter personal or confidential information into AI tools unless the College has approved them.
- d) AC-1053 requires faculty to state their AI expectations in each course syllabus.

2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College complies with the Family Educational Rights and Privacy Act. (FERPA).
- b) FERPA training is mandatory for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for employees.

EVIDENCE:

- a) On 09.22.26, the Registrar / Director of Jackson College Lenawee and Judicial Affairs Officer both confirmed that no confirmed FERPA violations were reported to the Board's Office of General Counsel during this cycle.
- b) On 09.23.2026, the Director of Compliance confirmed that 99% (304/305) of the employees working during the last year (09.21.25-09.22.26) completed FERPA training. The FERPA training was assigned to each new employee and the training was completed during their new employee orientation. The Learning Management System, utilizing Vector Solutions, reassigned the training to each employee 365 days after the prior completion. On 09.21.26, the Registrar confirmed that in each semester in the past year, all enrolled learners were sent an email informing them of their FERPA rights

2.1 Neglect protection for individual privacy and security by misuse of AI.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College defines and communicates the misuse of AI as any use of artificial intelligence systems (including generative AI, automated decision tools, and analytics) that exposes, discloses, or inappropriately uses personally identifiable information (PII), confidential student records, personnel information, health-related data, or other sensitive institutional data; weakens established security controls; or results in unauthorized access, retention, or sharing of data.
- b) The College ensures that AI tools are approved and used with appropriate safeguards, including limits on entering sensitive data, vendor and risk review, role-based access, data minimization and retention controls, user guidance and training, monitoring and incident response, and human oversight of AI-supported decisions affecting individuals.

This interpretation is reasonable because it provides thorough and on-going guidance on the misuse of AI and is consistent with practices of other higher education institutions.

EVIDENCE:

The VP, Student Achievement & Digital Innovation confirmed on 10.01.26 that

- a) The [Information Security Policy \(EC-1614\)](#) applies to College data in any system, including AI tools. It classifies student records as protected information and health information as restricted, and it prohibits unauthorized access, disclosure, or sharing of either.
- b) The Academic AI Policy (AC-1053) prohibits entering personal or confidential information into AI tools unless the College has approved them. Information Security Policy (1614) ensures access to learner records is limited by job role, and multi-factor authentication is required for the most sensitive data. Network monitoring, intrusion detection, and a defined incident response process are in place.

3. Permit student services, admission, registration, evaluation, or recognition processes or policies that are not merit-based.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has an established academic complaint process for incidents.

The interpretation is reasonable because it complies with federal requirements.

EVIDENCE:

- a) On 09.21.26, the Registrar confirmed that during each term of the monitoring period, all students were allowed to register for classes on the opening day of the enrollment period. Preferential treatment was not provided to students based on academic level (freshmen or sophomores), military status (veterans or active duty), nor dependent status (pregnant or parenting).

On 09.21.26, the Registrar also confirmed that an [Academic Complaint](https://www.jccmi.edu/ombudsman/academic-complaint-process/) process is in place for all students. This process aligns with federal expectations and regulations.

<https://www.jccmi.edu/ombudsman/academic-complaint-process/>

4. Permit non-merit-based, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid appeals.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a common practice among institutions of higher education.

EVIDENCE:

- a) On 09.22.26, the Executive Director, Mission Integration and Human Flourishing confirmed that an [Academic Complaint process](#) was in place and is outlined for students online. CEP Students have access to the form and process through the CEP Navigators.

On 09.22.26, the Executive Director, Mission Integration and Human Flourishing also confirmed that the [Student Appeals policy](#) was online. This policy was current and appropriate as it was last reviewed on .02.11.26. CEP Students have access to the form and process through the CEP Navigators.

4.1 Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

EVIDENCE:

- a) On 09.24.26, the VP, Student Achievement & College Operations confirmed that [Policy 2612 Free Speech, Expressive Activities & Demonstrations](#) is accessible online. This policy was last reviewed on 05.01.25.

5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a Learner Rights, Responsibilities and Code of Conduct Policy.
- b) All learners receive communication regarding the Learner Rights, Responsibilities and Code of Conduct Policy.

The interpretation is reasonable because it is based on best practices used by other institutions.

EVIDENCE:

- a) On 09.22.26, the Registrar confirmed that [Policy 2701 Student Rights, Responsibilities and Code of Conduct](#) was available online. This policy was last reviewed on 12.17.25.
- b) On 09.22.26, the Registrar confirmed that all new learners were informed of and received links to Policy 2701 Student Rights, Responsibilities and Code of Conduct during New Student Orientation. Also, on 09.22.26, the Student Judicial Officer confirmed that all enrolled learners receive an email link to Policy 2701 as an annual practice each October.

6. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.

EVIDENCE:

- a) On 09.24.26, the Operations Coordinator verified that the [Student Consumer](#)

[Information](#) page was active and up to date during the prior academic year.

- b) On 09.24.26, the Operations Coordinator verified that the [Transparency Reporting](#) page is active and up to date during the past academic year.
- a) On 09.24.26, the Operations Coordinator verified with the Director of Marketing that weekly announcements were sent to all enrolled students during the past academic year. They also verified that the College had active social media accounts with Facebook, Twitter, YouTube, Linked-In, TikTok and Instagram.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026

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

Report Category:

☒ Decision Request ☐ Information Only

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

[EXECUTIVE LIMITATIONS: EL-02 Treatment of Employees](#)

Subject: (Topic or focus for consideration)

6.0 Monitoring CEO Performance
 6.3 EL-02 Treatment of Employees – Evidence Review *

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

Attached for your review is the evidence (i.e., Monitoring Report) for EL-02. You will note that my report indicates Partial Compliance according to previously established and approved interpretations for 2026.

I am indicating partial compliance because the College's new AI Responsible Use Policy is not yet completed. It is in final draft and under review by members of the AI Committee, with completion expected by the end of October 2026. Until it is adopted, the AI Committee oversees responsible AI for use on campus. Employees remain bound by the Information Security Policy (1614) and, in academic roles, by the Academic AI Policy (AC-1053). The College is testing AI use in practice before formalizing. The Claude Cohort mentioned is a sub-group of the AI Committee and an example of this approach that is developing AI tools to improve employee workflows while following Policy 1614's data protection rules. Its early results are informing the final policy so that the policy reflects how AI is actually used at the College.

Evidence of full compliance will be demonstrated at the 11.09.26 Board meeting.

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-02 for evidence of partial compliance with the 2026 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 – 02 Treatment of Employees
Monitoring Period: October 2025 – October 2026

[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-02: "Treatment of Employees". 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.

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

10.12.26

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

Date

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is non-merit-based, disrespectful, unsafe, disorganized, or otherwise interferes with College employees' abilities to do their jobs.

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

- 1. Allow employees to be without human resource policies.**
 - 1.1 Permit employees to be without adequate protection from harassment and bias.**
 - 1.2 Permit employees to be uninformed of the performance standards by which they will be assessed.**
 - 1.3 Permit employees to be without a means by which to file a grievance / complaint independent of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has Human Resource policies and procedures, as well as the two union contracts and administrative manual.
- b) There is a process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.

- d) An Incident Reporting Form and anonymous tip line, independent of the College, are available to employees to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

EVIDENCE:

- a) On 10.01.26, the Human Resources Director verified that Human Resource policies and procedures, as well as the two union contracts. and the administrative manual, clarify expectations and working conditions. Further, these documents are available to all employees on the Intranet upon ratification, revision and confirmation of ADA compliance.
- b) The Human Resources Director confirmed on 09.25.26 that there are clear processes for employees to present grievances and wrongful conditions, including harassment and bias. Reporting was available on Board of Directors page on the JC website at <https://www.jccmi.edu/about/leadership/board-of-trustees/file-complaint/> or on the Safety & Security page on the JC website at <https://www.jccmi.edu/departments/safety-security/>.
- c) The Human Resources Director confirmed on 9.25.26 that measurable performance goals are established during the annual performance evaluation process between employees and their supervisor. These measurable performance goals can be found in the employee's personnel file in the People and Culture Office.
- d) The Human Resources Director confirmed on 09.25.26 that the College has an accessible Incident Reporting Form and anonymous tip line (i.e., 411).

2. Use methods of collecting, reviewing, storing or transmitting employee information that unreasonably protect against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College complies with Health Information Portability and Accountability Act (HIPAA).
- b) HIPAA training is mandatory for all employees who have access to protected health information.
- c) Human Resources best practices are used when storing employee personal information.
- d) The College limits access to employee personal information to approved and qualified professionals.

The interpretation is reasonable because it ensures compliance with legal requirements, HR best practices, and required training for employees.

EVIDENCE:

- a) On 09.30.26 the Dean of Health Sciences verified that faculty and adjunct faculty working in clinical settings receive annual HIPAA training through their respective hospitals or clinical facilities. Jackson College faculty lead ongoing review of HIPAA policies and updates and provide related training to adjunct faculty and students. Jackson College ensures completion of required training in accordance with the clinical affiliation agreements and Program Handbooks.

On 09.30.26 the Vice President of Student Achievement and College Operations confirmed external vendors in the Oasis Center and Health Clinic complete HIPPA training through their respective employers.

- b) On 09.28.26 the Human Resources Director confirmed JC employees who have access to employee's protected health information complete HIPPA training annually. On 09.30.26 the Dean of Health Sciences confirmed faculty and adjunct faculty receive HIPPA training on an ongoing, annual basis. These individuals lead the research, content development and are qualified to provide training on HIPPA.
- c) On 09.25.26 the Human Resources Director confirmed employee personal information is limited to those with a legitimate business need and records are stored securely in personnel files. HR collects only necessary information and follows established retention and secure destruction practices.
- d) On 09.25.26 the Human Resource Director confirmed access to personnel information is restricted to authorized employees based on their job responsibilities and legitimate business need. Electronic access is controlled through role-based system permissions while physical records are maintained in secured locations.

2.1 Neglect protection for individual privacy and security by misuse of AI.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College defines and communicates the misuse of AI as any use of artificial intelligence systems (including generative AI, automated decision tools, and analytics) that exposes, discloses, or inappropriately uses personally identifiable information (PII), confidential student records, personnel information, health-related data, or other sensitive institutional data; weakens established security controls; or results in unauthorized access, retention, or sharing of data.
- b) The College ensures that AI tools are approved and used with appropriate safeguards, including limits on entering sensitive data, vendor and risk review, role-based access, data minimization and retention controls, user guidance and training, monitoring and incident response, and human oversight of AI-supported decisions affecting individuals.

This interpretation is reasonable because it provides thorough and on-going guidance on the misuse of AI and is consistent with practices of other higher education institutions.

EVIDENCE:

On 10.01.26, the VP, Student Achievement & Digital Innovation confirmed:

- a) All employees are bound by the [Information Security Policy \(EC-1614\)](#), which governs College data in any system, including AI tools. It classifies personnel, payroll, benefits, and health information as protected, and it prohibits unauthorized access, disclosure, or sharing. Employees in academic roles are also bound by the [Academic AI Policy \(AC-1053\)](#), which prohibits entering confidential information into AI tools unless the College has approved them.
- b) Information Security Policy (EC-1614) ensures access to all records are limited by job role, and multi-factor authentication is required for the most sensitive data. Network monitoring, intrusion detection, and a defined incident response process are in place.

3. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.

INTERPRETATION

Compliance will be demonstrated when:

- a) All informal and formal grievances have been resolved.

This interpretation is reasonable because it ensures full compliance with said collective bargaining agreements, rules, and regulations.

EVIDENCE:

- a) The Human Resources Director confirmed on 09.25.26 that two (2) grievances were filed in the last 12 months and were both resolved.

4. Retaliate against any employee for non-disruptive expressions of dissent as described within College policy.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the Board's Office of General Counsel, nor are there any tips on the anonymous tip line, that are deemed valid by the Board's Office of General Counsel.

This interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

EVIDENCE:

- a) The Human Resources Director confirmed on 09.30.26 that one (1) formal complaint related to retaliation of any employees for non-disruptive expressions of dissent was filed and investigated by the Boards' Office of General Counsel; However, said claim was deemed invalid. No tips were entered on the anonymous tip line that were deemed valid by the Board's Office of General Counsel.

5. Permit employees to be without reasonable opportunity for professional growth and development.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate professional development opportunities.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.

EVIDENCE:

- a) The Director of Compliance confirmed on 09.23.26 that College employees and Trustees have access to the Vector Solutions Learning Management System and completed 1,177 hours of mandatory and optional online professional development training during this report period

5.1 Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College provides regular AI training to employees.
- b) The College maintains a cross-departmental body that focuses on the evolving use of AI.
- c) The College develops and maintains an AI responsible use policy.

The interpretation is reasonable because it demonstrates employee access to AI training tools and knowledge of employee use expectations.

EVIDENCE:

On 10.01.26, the VP, Student Achievement & Digital Innovation confirmed:

- a) Employees have free, self-paced AI training available directly in Canvas through the College's partnerships with Google and Coursera. AI-fluency courses, requiring only a few hours each, build baseline AI literacy. Available longer career tracks build job-ready skills in fields such as data analytics, IT support, cybersecurity, and digital marketing. Employees also learn AI hands-on through the Claude Cohort (named for the AI assistant the group uses for initial design).
- b) The College's AI Committee is a cross-functional group comprised of faculty, administrators and staff that meets monthly to govern acceptable use, policy and tools for AI at the College.
- c) **Partial Compliance:** The College's AI Responsible Use Policy is in final draft and under review by members of the AI Committee, with completion expected by the end of October 2026. Until it is adopted, the AI Committee oversees responsible AI for use on campus. However, College employees remain bound by the Information Security Policy (1614) and, in academic roles, by the Academic AI Policy (AC-1053). The College is testing AI use in practice before formalizing.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance</u>
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.4 CEO Monitoring Compliance & Policy Review Schedule
Description: (Concise explanation of the issue, item, or proposal)
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. 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).
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	8.10.26	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 8.10.26
EN – 01 (#4) Board's ENDS	9.14.26	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 9.14.26
EN – 01 (#5) Board's ENDS	10.12.26	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	10.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 02 Treatment of Employees	10.12.26	No. Partial.	The College's new AI Responsible Use Policy is not yet completed.	11.09.26	n/a	The College is testing AI use in practice before formalizing.	Compliant 10.13.25
EL – 03 Planning	6.08.26	Yes		n/a	n/a	n/a	Compliant 6.8.26
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	6.08.26	Yes	n/a	n/a	n/a		Compliant 6.8.26
EL – 06 Investments	5.11.26	Yes	n/a	n/a	n/a	n/a	Compliant 5.11.26
EL – 07 Compensation and Benefits	1.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 1.12.26
EL – 08 Communication &	11.3.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25



President/CEO Monitoring Report Compliance

Jackson College

Support to the Board							
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 2027 BOARD POLICIES REVIEW AND MONITORING SCHEDULE

ENDS & EXECUTIVE LIMITATIONS POLICIES REVIEW AND MONITORING SCHEDULE

Number	Policy	Method	Frequency	Date
EN-01 (#1-3)	Board's ENDS	Internal Report	Annually	August 2026
EN-01 (#4)	Board's ENDS	Internal Report	Annually	September 2026
EN-01 (#5)	Board's ENDS	Internal Report	Annually	October 2026
EL-00	Global Executive Constraint	Internal Report	At least every 5 years	August 2031
EL-01	Treatment of Students	Internal Report	Annually	October 2026
EL-02	Treatment of Staff	Internal Report	Annually	October 2026
EL-03	Planning	Internal Report	Annually	June 2026
EL-04	Financial Conditions & Activities	Internal Report	Annually	November 2026
EL-05	Asset Protection	Internal Report	Annually	May 2027
EL-06	Investments	Internal Report	Annually	May 2027
EL-07	Compensation and Benefits	Internal Report	Annually	January 2027
EL-08	Communication & Support to the Board	Internal Report	Annually	November 2026
EL-09	Organizational Culture	Internal Report	Bi-annually	January 2028
EL-10	Access to Education	Internal Report	Annually	February 2027
EL-11	Mission-Support & Entrepreneurial Activity	Internal Report	Annually	March 2027
EL-12	Land Use	Internal Report	Bi-annually	April 2028

GOVERNANCE PROCESS & BOARD-CEO DELEGATION POLICIES REVIEW SCHEDULE

Number	Policy	Method	Frequency	Date
Bylaws		Internal Review	At least every 5 years.	June 2026
GP-00	Global Governance Commitment	Internal Review	At least every 5 years	March 2032
GP-01	Governance Style	Internal Review	Annually	March 2027
GP-02	Board Job Contributions	Internal Review	Annually	April 2027
GP-03	Board Planning Cycle & Agenda Control	Internal Review	Annually	May 2027
GP-04	Role of the Board Chair	Internal Review	Bi-Annually	April 2028
GP-05	Role of the Vice Chair	Internal Review	Bi-Annually	September 2027
GP-08	Board & Committee Expenses	Internal Review	At least every 5 years	September 2032
GP-09	Board Code of Conduct	Internal Review	Annually	June 2027
GP-10	Investment in Policy Governance	Internal Review	Annually	April 2027
GP-11	Board Linkage with Ownership	Internal Review	Annually	February 2027
GP-12	Board Linkage with External Organizations	Internal Review	Annually	May 2027
GP-13	Special Rules of Order	Internal Review	Annually	January 2027
GP-14	Handling Operational Complaints	Internal Review	Annually	February 2027
GP-15	Handling Alleged Policy Violations	Internal Review	Annually	February 2027
BCD-00	Global Statement	Internal Review	At least every 5 years	April 2032
BCD-1	Unity of Control	Internal Review	Bi-annually	September 2027
BCD-2	Accountability of the CEO	Internal Review	Annually	January 2027
BCD-3	Delegation to the CEO	Internal Review	Annually	August 2026
BCD-04	Monitoring CEO Performance	Internal Review	Annually	August 2026
BCD-05	President & CEO Succession	Internal Review	Annually	May 2027
BCD-06	President Compensation	Internal Review	Annually	March 2027

BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 12, 2026
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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-04 Financial Conditions & Activities</u>
Subject: (Topic or focus for consideration)
7.0 Information Requested by the Board 7.1 Jackson College & IT Audit Reports
Description: (Concise explanation of the issue, item, or proposal)
Linked for the Board's review are the Jackson College & IT Audit Reports. Representatives from Rehmann will be present to provide an overview and answer any questions the Board may have.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the Jackson College & IT Audit Reports and ask any questions of Rehmann representatives.
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: October 12, 2026
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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)
7.0 Information Requested by the Board 7.2 College Feature: Jackson County Early College – Christopher Kimball
Description: (Concise explanation of the issue, item, or proposal)
For this month’s College Feature, the Board welcomes JC’s Director of Jackson County Early College (JCEC), Christopher Kimball, who will share the outstanding status of the Fall 2026 JCEC cohort.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the College Feature and ask any questions of Christopher Kimball.
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: October 12, 2026



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

Report Category:

☐ Decision Request ☒ Information Only

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

[GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control](#)

Subject: (Topic or focus for consideration)

7.0 Information Requested by the Board
 7.3 Next Board Meeting Topics

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

This time has been set aside for the Board to affirm the agenda topics for the Board's next meetings – 10.29.26 Board's Fall Planning Session and 11.09.26 Regular Board meeting. Below are currently anticipated topics for both. Please feel free to offer other agenda items at this point on the agenda.

10.29.26 Board's Fall Planning Session

- Board Governance
 - Ownership Linkage
 - Open Meetings Act Refresher
 - Board's Liability Insurance
 - Diligent Boardbooks Contract Termination / JetBooks Implementation
 - Board Case Studies
- College Updates
 - Internal Employee Survey
 - Professional Development / Training Updates
 - Strategic Agenda Update
- State & Federal Updates
 - Representative Tim Walberg JC Visit and Tour

11.09.26 Regular Board Meeting

- Excellence Minute: Barrier Removal Grant – Julie Hand
- Policy Review: EN-01 (#4) Board's ENDS
- Evidence Review: EL-04 Financial Conditions
- Evidence Review: EL-08 Communication & Support to the Board
- Interpretations Assessment: EN-01 (#1-3) Board's ENDS
- CEO Monitoring Compliance Schedule & Summary

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 12, 2026



- MLK Medal of Service Award Recipient Decision
- 2027 Board Meeting Dates
- CEO Annual Contract Consideration
- FY '27 Budget Adjustments
- 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: October 12, 2026



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-01 Governing Style</u>
Subject: (Topic or focus for consideration)
8.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 8.1 Principles of Policy Governance
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside for the Board, as part of our continuous improvement work, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice. 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 Enclosed are the results of the 09.14.26 Board Meeting Self-Assessment Summaries. Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.
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:

09/14/26 Regular Meeting

1. *Number of Responses: 6 of 6 attendees*
2. *Did our discussions and decisions at this 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	0
5 - Met our best expectations	6



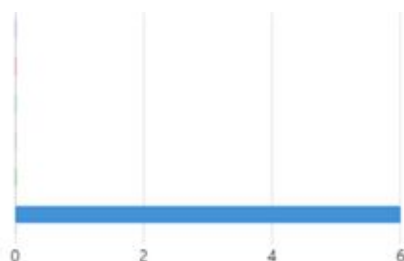
3. Comments:

- 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	6



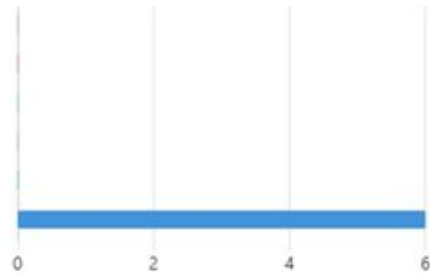
5. Comments:

- 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	0
5 - Met our best expectations	6



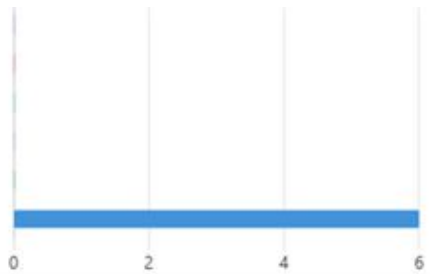
7. Comments:

- N/A

8. *Did our engagement at this meeting 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	0
4 - Commendable	0
5 - Met our best expectations	6



9. Comments:

- N/A

10. *How effective was this meeting in ensuring board discipline, strategic focus, and alignment with our governance role?*

Survey responses:



11. Comments:

- N/A

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 12, 2026



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-01 Governing Style
Subject: (Topic or focus for consideration)
9.0 Meeting Content Review
Description: (Concise explanation of the issue, item, or proposal)
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.
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: October 12, 2026

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-13 Special Rules of Order</u>
Subject: (Topic or focus for consideration)
10.0 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.)