

Jackson College Board of Trustees Meeting

Regular Meeting

February 16, 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: February 16, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Open Meetings Act – Act 267 of 1976
Subject: (Topic or focus for consideration)
5:45pm Board Dinner [No Board discussion/decisions]
Description: (Concise explanation of the issue, item, or proposal)
<p>In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the Board is present.</p> <p>As further clarified in the Open Meetings Act Handbook, prepared by Michigan Department of Attorney General's Office, while the OMA "does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board members participate in a purely social dinner gathering, prior to the regular Board meeting.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026



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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 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 Newly-appointed Trustee Attestation

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

The former Chairwoman has resigned from her term effective 01.28.26. In accordance with the Boards' Bylaws, the Board 1) Requested recommendations for candidacy to the vacancy from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, they selected the top three (3) for interviews at a Special Board meeting on 02.02.26; 3) They conducted interviews at a Special Board meeting on 02.07.26; 4) By means of voting at the 02.07.26 Special Board meeting, they selected the top vote receiving candidate for placement to the vacancy, which was George Page.

At this meeting (the next regular meeting of the Board of Trustees), George Page will be sworn into office for the unexpired term of the board seat. His written Acceptance of Office and Oath of Office (enclosed) will be fully executed at this meeting and submitted to the Jackson County Elections Director on 02.17.26, as required.

In undertaking the work of the Board, the Board asks for the newly-appointed trustee to complete a review, understanding, and signed commitment to the Board's policies as well as the Code of Conduct: *The Jackson College Board of Trustees expects of itself and its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as Trustees. It further expects Trustees to treat one another, the CEO, College employees, citizens of Jackson County, students, and parents with respect, co-operation, and a willingness to deal openly on all matters.*



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

Further, the newly-appointed trustee is asked to verbally attest to the following Constitutional Oath of Office statement and execute the document accordingly:

“I, George Page, do solemnly swear that I will support the constitution of the United States, and the constitution of the State of Michigan, and that I will faithfully discharge the duties of the office of member, of the board of trustees, of Jackson College according to the best of my ability.”

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Acceptance of George Page’s proclamation of commitment and Oath of Office.

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



Jackson College Board of Trustees Code of Conduct:

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

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise "inside" information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse herself or himself without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.
 - 3.3. Trustees will not use their Board position to obtain employment with, furnish services or goods from the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.
 - 3.4. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.
4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the CEO.
 - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into operational or administrative matters.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media, social media, or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chairperson.

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

My Commitment:

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

Signed _____ **Date** _____

Name _____

**COLLEGE BOARD MEMBER
ACCEPTANCE OF OFFICE AND OATH OF OFFICE**

Within 5 business days after the certification of a college trustee board election, the college's "election coordinator" is required to issue a "Certificate of Election" to each elected candidate. Within 10 business days after the issuance of the certificate, the newly elected candidate is required to file an "Acceptance of Office" with the secretary of the college board. The secretary of the college board is required to forward a copy of the "Acceptance of Office" to the college's election coordinator. (MCL 168.308 and 309)
Before entering upon the duties of his or her office, an elected college board member must take and file the oath provided in Article XI, Section 1, of the State Constitution. (MCL 168.310(1)) The oath is filed with the secretary of the college board.

ACCEPTANCE OF OFFICE

I do hereby accept the office of Member of the Board of Trustees of Jackson College, Michigan.

Dated _____, 202___. _____
Signature

CONSTITUTIONAL OATH OF OFFICE

STATE OF MICHIGAN)
) ss
County of _____)

I do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of this State, and that I will faithfully discharge the duties of the office of Member of the Board of Trustees of Jackson College, Michigan according to the best of my ability.

Signature

Name Printed or Typed

Sworn to and subscribed before me this _____ day of _____, 202__

Signature *

Title *

Name Printed or Typed *

Subscribed and sworn to by _____ Name of Notary _____
before me on the _____ day of _____, 202__ Notary Public, State of Michigan, County of _____
My commission expires _____
Acting in the County of _____

Signature of notary public

* This information is requested if Oath of Office is taken before someone other than a notary public. *The oath of office should be administered only by a justice, judge, clerk of a court, or a notary public. A board member or the college president (unless they are also a justice, judge, clerk of a court, or a notary) may not administer the oath.*



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
4.0 Election for Board Officers *
Description: (Concise explanation of the issue, item, or proposal)
Following the former Chair's resignation effective 01.28.26, the Board must reorganize and select its officers. For the purpose of initiating the Board Officer reorganization process, Keith Everett Book will serve as the Acting Board Chairperson and conduct the process of the election of the Chairperson for the period of 02.16.26 to 12.31.26. Upon being duly elected, the new Chairperson will undertake the process of electing the Vice-Chairperson, as well as provide leadership for the balance of the meeting and future meetings.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Execute the election of the Chairperson and Vice-Chairperson for the period of 02.16.26 to 12.31.26.
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: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
5.0 Communications 5.1 Public Comments (limit of 5 minutes per person)
Description: (Concise explanation of the issue, item, or proposal)
<p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairwoman may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairwoman reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.</p> <p>Trustees are not to engage the presenters, per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.</p> <p>The Chairwoman reads the following statement prior to persons offering comment, but regardless, it is expected to be adhered to by persons wishing to address the Board: <i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></p>
Requested Board Action: (If any)
Receive comments from people wishing to address the Board.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
5.0 Communications 5.2 Board Comments & CEO Comments
Description: (Concise explanation of the issue, item, or proposal)
<p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda content and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p> <p>However, board policy and good governance practice notes that this is not an occasion to make comments / respond to the attending public, <i>as this is a meeting of the Board, not the public</i>. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive non-action item comments from members and/or the CEO.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Communications 5.3 Excellence Minute: EV Collision Simulation Event – Heather Ruttkofsky
Description: (Concise explanation of the issue, item, or proposal)
For this month’s Excellence Minute, we welcome Heather Ruttkofsky (JC Dean of Health Sciences) who will share highlights from the Electric Vehicle Collision Simulation Event held in the JC Medical Simulation Center on 02.06.26.
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: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership
Subject: (Topic or focus for consideration)
6.0 Board Governance 6.1 Ownership Linkage Update
Description: (Concise explanation of the issue, item, or proposal)
CEO Phelan continues to pursue a meeting with Henry Ford Jackson Hospital's Board via interim CEO, Dr. Wendy Kim, hopefully before April 2026.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Review the Board's current Ownership Linkage activity.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026



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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<p>GOVERNANCE PROCESS: GP-01 Governing Style EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities EXECUTIVE LIMITATIONS: EL-08 Communications & Support to the Board GOVERNANCE PROCESS: GP-11 Linkage with Ownership GOVERNANCE PROCESS: GP-14 Handling Operational Complaints GOVERNANCE PROCESS: GP-15 Handling Alleged Policy Violations ENDS: EN-01 (#5) Board's ENDS EXECUTIVE LIMITATION: EL-01 Treatment of Learners EXECUTIVE LIMITATION: EL-02 Treatment of Employees BYLAWS</p>
Subject: (Topic or focus for consideration)
<p>7.0 Consent / Required Approval Agenda</p> <p>7.1 Adoption of Minutes</p> <p style="margin-left: 20px;">7.1.1 Regular Board Meeting, Dated 01.12.26 *</p> <p style="margin-left: 20px;">7.1.2 Special Board Meeting, Dated 02.02.26 *</p> <p style="margin-left: 20px;">7.1.3 Special Board Meeting, Dated 02.07.26 *</p> <p>7.2 Policy Review</p> <p style="margin-left: 20px;">7.2.1 Executive Limitations</p> <p style="margin-left: 40px;">7.2.1.1 EL-04 Financial Conditions & Activities – Policy Review*</p> <p style="margin-left: 40px;">7.2.1.2 EL-08 Communication & Support to the Board – Policy Review *</p> <hr style="border: 0.5px solid blue; margin: 5px 0;"/> <p style="margin-left: 20px;">7.2.2 Governance Process</p> <p style="margin-left: 40px;">7.2.2.1 GP-11 Board Linkage with Ownership – Policy Review *</p> <p style="margin-left: 40px;">7.2.2.2 GP-14 Handling Operational Complaints – Policy Review *</p> <hr style="border: 0.5px solid blue; margin: 5px 0;"/> <p style="margin-left: 40px;">7.2.2.3 GP-15 Handling Alleged Policy Violations – Policy Review *</p> <hr style="border: 0.5px solid blue; margin: 5px 0;"/> <p style="margin-left: 20px;">7.3 Interpretations Assessment</p> <p style="margin-left: 40px;">7.3.1 EN-01 (#5) Board's ENDS – Interpretations Assessment *</p> <p style="margin-left: 40px;">7.3.2 EL-01 Treatment of Learners – Interpretations Assessment *</p> <p style="margin-left: 40px;">7.3.3 EL-02 Treatment of Employees – Interpretations Assessment *</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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 is posted within 8 days of each Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.

Enclosed for its regular review is Board Executive Limitations policy EL-04 Financial Conditions & Activities, to which policy pre-review Trustees (Former Chairwoman Patterson, Interim Chairwoman Lake, Trustee Simpson) and I recommend one minor edit.

Linked for their regular reviews are Board Executive Limitations policy EL-08 Communication & Support to the Board and Board Governance Process policies GP-11 Board Linkage to Ownership, GP-14 Handling Operational Complaints, and GP-15 Handling Alleged Policy Violations, to which pre-review Trustees (Former Chairwoman Patterson, Interim Chairwoman Lake, Trustee Simpson) and I do not recommend any changes at this time.

Enclosed also is the Operational Complaints Case Study that the pre-review Trustees used to test the policy itself and their understanding thereof policy GP-14.

Lastly, enclosed for the Board's assessment are my unrevised interpretations for Board ENDS policy EN-01 (#5) and revised interpretations for Board Executive Limitation policies EL-01 Treatment of Learners and EL-02 Treatment of Employees.

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 01.12.26, 02.02.26, and 02.07.26; approval of Executive Limitations policy EL-04 (as amended) and EL-08; approval of Governance Policies GP-11, GP-14, and GP-15; and assessment of my interpretations of ENDS policy EN-01 (#5), EL-01, and EL-02 as reasonable.

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



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Financial Conditions and Activities

Policy Number: EL 04

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 10.14.24

Responsible Party: Chief Governance Officer

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

EXECUTIVE LIMITATIONS STATEMENT:

With respect to financial conditions and activities, the CEO shall not cause, or allow, the development of fiscal jeopardy, or actual expenditures 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 without Board approval:

1. Expend more funds than received in the fiscal year unless the debt guideline below is met:
 - 1.1. Incur debt in an amount greater than can be repaid by certain unencumbered revenues within the current fiscal year or that can be repaid to accounts previously established by the Board for that purpose.
2. Use funds from restricted or designated accounts for purposes other than that for which the account was established.
3. Allow the College's cash position in any month to be less than is needed to satisfy obligations in that month.
 - 3.1. Allow a combined operating fund balance reserves to be less than the fiscal year average of two months' operating expenses.
4. Allow the untimely payment of payroll and debts.
5. Write off receivables without having first aggressively pursued payment after a reasonable grace period.

6. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
7. Acquire, encumber or dispose of land or buildings.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
11.9.20	2.0	Edits – removed statements not belong in this policy.	Chief of Staff
10.10.22	2.0	Regular Review – Approved	CEO
10.16.23	3.0	Regular Review – minor wordsmith amendment – Approved with amendment	CGO
10.14.24	4.0	Regular Review – minor wordsmith amendment – Approved with amendment	CGO

Operational Complaints

A Trustee receives a complaint directly from a student about a grade that they received in one of their courses and that the college's academic appeals process unfairly dismissed their appeal. The Trustee reports the matter to the CEO for investigation, who later reports that the internal communications protocol for complaints was followed and notifies the student of that the grading decision stands.

However, while investigating the matter, the CEO discovered a heretofore unnoticed procedural flaw in the appeal process that was quickly corrected, but they insist that the flaw had no direct impact on that student's case. On hearing the CEO's description of the procedural flaw, the Trustee is not so sure.

What is the appropriate way for the Trustee to address their concern?



Jackson College Board of Trustees

Interpretations Assessment: EN – 01 Board’s ENDS (#5)

Report Date: 02.16.26

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

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.

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.

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.



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 02.16.26

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

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:

- 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.
- 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).
- 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.
- 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.
- The College complies with Federal Clear reporting requirements.
- The College has a pandemic plan that is current and accessible.
- Learners have reasonable access to communications regarding emergencies and campus closings.
- The College complies with all ~~State~~ local permitting requirements, as well as State requirements, regarding elevator, boiler, and fire system inspection.
- The College provides reasonable campus-based ~~mental, physical, and dental health~~ 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.

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.

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.

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.
- a)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.

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

INTEPRETATION

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.

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.

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.

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.

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.

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.

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.



Jackson College Board of Trustees

Interpretations Assessment: EL – 02 Treatment of Employees

Report Date: 02.16.26

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

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.

- 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.
- a)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.

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.

The interpretation is reasonable because.

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 ~~There are no~~ informal and formal legally determined violations of union labor agreements/grievances have been resolved.

The interpretation is reasonable because it ensures ~~no infractions~~ / full compliance with said collective bargaining agreements, ~~or~~ rules, and regulations.

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 College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

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

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.

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.

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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-12 Board Linkage with External Organizations</u>
Subject: (Topic or focus for consideration)
8.0 Action Items 8.1 MCCA Board Representative Decision *
Description: (Concise explanation of the issue, item, or proposal)
<p>The Michigan Community College Association (MCCA) requires the certification of each member college's President/CEO Director, a Trustee Director, as well as an Alternate Trustee Director, to serve as institutional delegates.</p> <p>Currently, I am designated as the President-Director to the MCCA Board. Last year, Interim Chairwoman Lake was appointed as the MCCA Trustee-Director, with the former Chair serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director must be designated for the remainder of FY '26.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Decision for the MCCA Trustee-Director and Alternate Trustee-Director.
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: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Jackson College Foundation Board of Directors Bylaws (linked below)
Subject: (Topic or focus for consideration)
8.0 Action Items 8.2 JC Foundation Board of Directors Bylaws Amendment Approval *
Description: (Concise explanation of the issue, item, or proposal)
<p>On 01.27.26, the Jackson College Foundation Board of Directors approved two changes to the current Bylaws dated 04.20.21. Below is a summary of those changes. Linked is the full Bylaws document as approved on 01.27.26 by the JC Foundation Board of Directors.</p> <p>In summary, the Bylaws removed all references (11 total) of <i>Foundation President</i> as this title is no longer accurate. Additionally, the separate Finance and Audit Committees were combined into a single committee now titled Finance and Audit Committee.</p> <p>As referenced in ARTICLE XII, Section 12.1 of the Bylaws, changes to the Bylaws become effective only upon the ratification by the Board of Trustees of Jackson College.</p> <p style="text-align: center;">ARTICLE XII AMENDMENTS AND MISCELLANEOUS PROVISIONS</p> <p>Section 12.1 Amendments These bylaws may be altered or amended at any duly called meeting of the Directors at which a quorum is presented by a majority vote of the full Foundation Board provided that written notice naming the substance of the proposed amendment had been sent to each Director at least 30 days in advance of the date of the meeting. Upon approval by The Foundation Board, amendments to these bylaws shall become effective only upon ratification by the Board of Trustees of Jackson College</p>

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026



(B) Finance and Audit Committee: The Treasurer, Assistant Treasurer, two Trustee Directors, three Public Directors and the Executive Administrator of the Foundation shall be members of the Finance and Audit Committee. Public Directors shall be appointed by the Chair of the Board of Directors, with the advice and consent of The Foundation Board, to serve on the committee. The Finance and Audit Committee shall be responsible for the periodic review and the annual audit of the financial affairs of The Foundation and shall make recommendations to The Foundation Board with respect to the investment policies for endowment and other Foundation funds, as well as all financial practices and the general fiscal policies of The Foundation. Additionally, the committee shall be directly responsible for the oversight of the work of the registered public accounting firm employed by The Foundation which shall report directly to the Finance and Audit Committee. Further, the Finance and Audit Committee shall recommend to The Foundation Board the appointment and compensation of the public accounting firm and other appropriate audit policies and procedures. Non-Director members may also serve on the Committee with the approval of the Board of Directors.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Approval of the JC Foundation Board of Directors Bylaws Amendment.

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: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
Jackson Preparatory & Early College Charter
Subject: (Topic or focus for consideration)
8.0 Action Items 8.3 JPEC Board of Governors Nomination Approval *
Description: (Concise explanation of the issue, item, or proposal)
Enclosed for the Board's consideration is the JPEC Academy Board's nomination of Angela Corts to serve as a new member of the JPEC Board of Governors. I will have met with Angela by this meeting and will offer a recommendation at the meeting.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Approval of the nomination of Angela Corts to serve on the JPEC Board of Governors.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON PREPARATORY & EARLY COLLEGE

Your Place. Your Purpose. Your Future.

Dear Dr. Phelan,

I am pleased to inform you that the Jackson Preparatory & Early College Board of Governors has passed a resolution to nominate Angela Corts to serve as a member of the JPEC Board.

Corts brings a profile that is locally rooted and mission-aligned with JPEC's K–14 early-college model. Her preparation and professional experience reflect a strong commitment to student wellness, equity, and community partnership—key levers for improving credit momentum, attendance, and college readiness within our early college pathways.

Professionally, Corts' background spans community mental health, crisis response, and cross-sector collaboration with healthcare and public agencies. This blend of experience equips her to advise on student wellness systems, trauma-informed practices, and partnerships that strengthen persistence in dual enrollment.

Corts' advocacy and programmatic work also underscore a commitment to culturally responsive practice and inclusive school climates. These strengths align with JPEC's focus on belonging, access to rigorous coursework, and closing opportunity gaps for historically underserved students.

Given JPEC's competency-based, whole-student approach and our college-going mission, we see immediate value in the following areas:

- Student wellness & persistence: Integrating clinical mental health supports with advising to improve on-track indicators and transitions to college credit.
- Equity & inclusion: Strengthening culturally responsive practices and partnerships that increase belonging and access to advanced pathways.
- Community partnerships: Leveraging connections across health systems and local nonprofits to expand mentorship, work-based learning, and coordinated crisis response for students and families.

As defined by the JPEC Bylaws and consistent with our established nomination process, the Academy Board is by resolution submitting for your and the Jackson College Board of Trustees' review Angela Corts for appointment to the JPEC Board of Governors. We believe she will be a thoughtful, student-centered governor whose expertise advances JPEC's vision—*Your place. Your purpose. Your future.*

Thank you for your consideration.

Sincerely,

Jonathon Marowelli

Jonathon Marowelli

President

Jackson Preparatory & Early College



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
8.0 Action Items 8.4 Distinguished Service Award Recipient(s) Decision *
Description: (Concise explanation of the issue, item, or proposal)
<p>I request recommendations and a decision for the Board’s 2026 Distinguished Service Award recipient(s).</p> <p>Enclosed is the Board’s Statement of Practice (SoP) for the award, as well as a list of prior year recipients as a reference for you.</p> <p>Additionally, upon the retirement of members of the Board of Trustees, they are advanced for automatic recognition for Distinguished Service. Thusly, former Trustee Sheila Patterson will be automatically recognized this year.</p> <p>On the occasion of a retiring Trustee, two Distinguished Service Awards may be given in the same year.</p> <p>Recommendations and bios (linked here) received thus far for the second award include: Phil Moilanen; Tim Walberg; Ric Walton; and Heidi Washington.</p> <p>I would appreciate the Board’s guidance as to the recipient(s) for 2026.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Discussion of and decision for Distinguished Service Award recipient(s) for 2026.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



STATEMENT OF PRACTICE

SOP NO.	PROCEDURE NAME	DEPARTMENT
BoT – 03	Distinguished Service Award	Board of Trustees

LEAD PERSON/TITLE	REVIEW DATE
Chief Governance Officer (CGO)	09.09.23

PURPOSE
To provide clear and documented guidelines to trustees on the Distinguished Service Award Selection Process.
SCOPE
This Statement of Practice serves to provide a consolidated reference document for board members’ best practices to ensure consistent practices for community awarding and celebrating.
RESPONSIBILITIES
CGO – Selection of and Presentation of the Awardee CEO – Awardee Notification CoS – Coordination
RESOURCES
Board Member time CEO time College administration and staff time
POLICY #, IF APPLICABLE
ENDS: EN—01 (#5) Board’s ENDS
PROCEDURE: DESCRIBE THE STEPS TO COMPLETION INCLUDING NECESSARY APPROVALS
1. Annually In January, board members are asked to consider nominees for the Distinguished Service Award, with the CEO providing names for deliberation.



STATEMENT OF PRACTICE

<p>2. Final consideration and selection of the Distinguished Service Award recipient will be brought forth for action in March, with the award(s) being made at commencement services.</p>
<p>3. The criteria for nominations are worded as follows:</p> <p><i>In recognition of the care and concern for the welfare and educational advancement of the residents of this community that has been expressed, in part, through the institution now bearing the name of Jackson College, this Certificate of Distinguished Service is awarded to _____ whose name shall always be held in high esteem by the College and the Board of Trustees.</i></p> <p>Thus, the award is recognition for service both to the community and to the College.</p>
<p>4. Once the Board approves the person or persons for the award, CoS will send marketing a picture of the recipient, along with biographical information, for the Commencement program. Marketing will print the name on the certificate and return it to the President’s Office.</p>
<p>5. Once the certificate comes back from Marketing, the President’s Office reviews the name. Then the certificate is taken to the Director of Purchasing for framing. The Director of Purchasing will need the certificate no later than four weeks prior to Commencement.</p>
<p>RESTRICTIONS: DESCRIBE ALL CONDITIONS AND/OR REGULATIONS</p>
<p>None.</p>

REVIEWER/APPROVAL	DATE
CGO	09.09.23

Date Of Change	Description of Change	Responsible Party
09.09.23	SoP Review	CGO

AWARD FOR DISTINGUISHED SERVICE

June 13, 1966

Edward O. Marsh
 (Posthumous)
 John George (D)
 Harold Steele (D)
 Justin R. Whiting (D)
 Norman E. Leslie (D)
 Harvey T. Woodfield (D)
 Jay F. Clark (D)
 George L. Greenawalt (D)
 Harold R. Leslie (D)
 Ralph D. McLeary (D)
 Frederick A. Probert (D)
 J. Sterling Wickwire (D)

1974

None

April 30, 1975

Yulah Barnes (D)
 Charles O. Conrad (D)
 William J. Ogden (D)
 Louise Riggs (D)

April 28, 1976

Anthony P. Hurst
 Dr. William M. Lannik (D)
 Arthur T. Dolan (D)

June 12, 1967

Ray W. Herrick (D)
 Lyle A. Tarrant (D)
 W. Keith McNally (D)
 Frank J. Dove (D)

April 29, 1977

Ruth M. Day (D)
 Betty L. Giguere/Desbiens
 Harold Rosier (D)
 Waunetta Rosier (D)

June 9, 1969

James P. Graham (D)
 Bert H. Walker (D)
 Florence Jack Price (D)
 Dr. William N. Atkinson (D)
 Leona Atkinson (D)

November 23, 1977

Al Cotton (D)

April 27, 1978

Robert E. Snyder (D)
 E. Dean Edwards (D)
 Richard Cowley (D)

May 10, 1971

Alphonse H. Aymond (D)
 Leo J. Brannick (D)
 J. Ward Preston (D)
 Wilferd P. Rayner (D)
 Harry G. Ziegler (D)

May 2, 1979

J. C. Drake (D)
 Marvin Raguse (D)
 Hugh D. Federer (D)
 Edwin C. Hetherwick (D)

May 8, 1972

James N. Folks (D)
 Theron B. (Rollo) Sims (D)
 William J. Jefferson (D)

April 30, 1980

John V. Kopplin (D)
 Richard C. Deming (D)

1981

Harold Sheffer (D)

1982

None

1983

Maxwell E. Brail (D)

Richard Firestone	(D)	<u>1997</u>	
Donald P. Troyer	(D)	Mark K. Rosenfeld	
<u>1984</u>		<u>1998</u>	
Terry McLaughlin	(D)	Lawrence L. Bullen	(D)
		George Raven	(D)
<u>1985</u>		Barbara Raven	(D)
John Selby	(D)	<u>1999</u>	
Walter Berlet	(D)	Michael Baughman	(D)
Myrna Berlet	(D)	Victor Cuiss	(D)
<u>1986</u>		<u>2000</u>	
Anthony Consolino	(D)	Clyde E. LeTarte	(D)
Rep. Michael Griffin	(D)		
<u>1987</u>		<u>2001</u>	
Rep. Phil Hoffman		None	
<u>1988</u>		<u>2002</u>	
M. P. (Pat) Patten	(D)	Rick Davies	
<u>1989</u>		<u>2003</u>	
Betsy W. Dolan	(D)	Bill Sigmand	(D)
John Dabbert	(D)	Jerry Kratz	(Posthumously)
		Fred Slete	
<u>1990</u>		<u>2004</u>	
William Maher	(D)	Georgia Fojtasek	
<u>1991</u>		<u>2005</u>	
Lois Franklin	(D)	John Crist	
Myer Franklin	(D)		
Howard Patch		<u>2006</u>	
<u>1992</u>		Dale Smith	(D)
Bernard H. Levy			
<u>1993</u>		<u>2007</u>	
<u>1994</u>		George Potter	
Betsy W. Dolan	(D)		
<u>1995</u>		<u>2008</u>	
Robert L. Johnson		R. Dale Moretz	
Jacqueline Dulworth (Posthumous)		Charles E. Anderson	
Frank Meyers	(D)	<u>2009</u>	
<u>1996</u>		Dennis DaPra	
Dr. Roderick D. Riggs	(D)		

Tony Dungy
Dr. Harish Rawal

2024
Samuel R. Barnes
Martha Petry

2010
Rep Mike Simpson (Posthumously)

2025
John Crist
Frank Dick (Posthumously) (D)

2011
Henry C. Zavislak (D)

2012
Senator Mike Nofs

2013
Representative John Walsh

2014
Karen Dunigan (Posthumously)

2015
Reverend Frank Hampton (D)

2016
Christine Medlar

2017
Karen Hawley
Bart Hawley

2018
Kirk Mercer

2019
Senator Mike Shirkey

2020
Evelyne Jones (D)
Dr. Albert Krieger

2021
Greg O'Connor

2022
Leland Bassett

2023
Dr. Edward Mathein
Ronald L. Douglass

(D) indicates deceased



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
8.0 Action Items 8.5 Dr. Ethelene Jones Crockett Distinguished Alumni Award Recipient Nomination Approval *
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside to allow for consideration of the Foundations nominee for the Board's Dr. Ethelene Jones-Crockett Distinguished Alumni Award for 2026. Enclosed is a nomination letter for Amy (Mierzwa) Rogers, along with a list of prior year recipients and the award criteria as a reference for you.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Discussion of and decision for the 2026 Dr. Ethelene Jones-Crockett Distinguished Alumni Award Recipient.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON COLLEGE FOUNDATION

2111 Emmons Road • Jackson, MI 49201 • 517.787.0244 • www.jccmi.edu/foundation

February 9, 2026

Dr. Daniel J. Phelan, President
Jackson College
2111 Emmons Road
Jackson, MI 49201

Dear Dr. Phelan:

The Jackson College Foundation Board of Directors formally approved the nomination of Amy Rogers as the 2026 recipient of the Dr. Ethelene Jones Crockett Distinguished Alumni Award during the January 27th meeting of the Board of Directors.

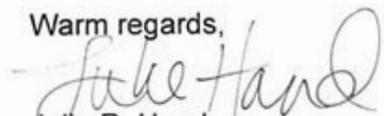
Amy (Mierzwa) Rogers is an experienced special education administrator and university adjunct professor with more than 25 years of progressive responsibility in classroom instruction, early childhood special education, special education supervision, and district-level leadership. She currently serves as Assistant Director of Special Education at the Jackson County Intermediate School District (JCISD), where she provides leadership and support for special education programs across the county.

A dedicated advocate for individuals with disabilities, Amy is also a highly active volunteer with Special Olympics Area 19, contributing to the organization's mission of fostering inclusion through year-round sports training and competition. Through her advocacy, she works to expand access to competitive and team-based sports for individuals of differing abilities, recognizing the critical role these opportunities play in building confidence, social connection, and lifelong skills.

Amy began her academic journey at Jackson College from 1993 to 1995, where she was an active member of the College's show choir, Starfleet Ambassadors, before transferring to Michigan State University. She earned a Bachelor of Science in Child Development and Psychology and a Master of Arts in Special Education and Teaching. Through her professional leadership and volunteer service, she continues to serve as a trusted resource for students, families, and educators throughout the Jackson community.

The Foundation Board of Directors enthusiastically recommends Amy Rogers for the 2026 Dr. Ethelene Jones Crockett Distinguished Alumni Award and submits this nomination for ratification by the Board of Trustees at its February 16, 2026 meeting.

Warm regards,



Julie R. Hand
Chief Advancement Officer

JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

George Page, Chairperson • Tony Baker, Vice Chair • Orlando L. Willis-Hampton, Treasurer • Dale A. Robert, Secretary
Julie R. Hand, Chief Advancement Officer • Michael M. Desnoyer, Assistant Treasurer • John Crist
Donna L. Lake • Dr. Daniel J. Phelan • Christopher A. Simpson • Dr. Jacob Sinkoff
Emeritus Directors: Leland Bassett • Richard N. Dodge • Rick S. Martoia • Dr. George E. Potter • Zoe M. Wilcox

Dr. Ethelene Jones Crockett Distinguished Alumni Award



Dr. Ethelene Jones Crockett attended Jackson High School and graduated from Jackson Junior College in 1934. Dr. Crockett was director of the Crittenton Hospital clinics, headed the health care committee of New Detroit, Inc. and organized neighborhood health programs. As Michigan's first female African American obstetrician/gynecologist, Dr. Crockett received the Detroit Medical Society's "Physician of the Year" award. She served on the boards of the Michigan Cancer Foundation, United Community Services and received the "Howardite of the Year" award from Howard University, which she attended after medical studies at the University of Michigan. Dr. Crockett was the first woman to serve as president of the American Lung Association and she presented the Christmas Seal Campaign to President Jimmy Carter on behalf of the American Lung Association in November 1978.

Dr. Crockett was the keynote speaker during our 1972 commencement program. She passed away in 1979, but her achievements serve as a positive example to our College community.

CRITERIA FOR NOMINATIONS FOR THE DISTINGUISHED ALUMNI AWARD

- The recipient shall be a person who has attended JJC, JCC or JC, preferably having received a degree from the College.
- The individual shall display positive personal involvement for the betterment of mankind with his/her community, state, nation or world.
- The individual should have on-going contact with the College, but particularly have shown professional or a vocational growth that exhibits values and standards learned at JJC, JCC or JC.

RECIPIENTS OF ETHELENE JONES CROCKETT DISTINGUISHED ALUMNI SERVICE AWARD

1979	Capt. Robert F. Freitag
1980	Dr. Victor E. Linden
1981	James Ward Preston
1982	Mary E. Clark
1983	Dr. F. Jane Cotton
1984	Dr. Fred VanWagnen
1985	Robert A. Whiting
1986	Jeannette R. Hatt
1987	Maxwell E. Brail
1988	Carole J. Schwinn
1989	Richard B. Firestone
1990	Shirley E. Zeller
1991	Wilbur L. Dungy, Ph.D.
1992	James A. McDivitt, General (Ret.)
1993	Howard C. Woods, Sr.
1994	Dr. Edward Mathein
1995	Arthur E. Ellis
1996	Michael Johnson
1997	Jack C. Curtis
1998	Diana L. Midgley
1999	Tony Streiff
2000	Victor S. Cuiss
2001	Carl English
2002	Dr. Pearl Lee Walker
2003	Dr. G. Watterson
2004	Robert Thomas
2005	Brian Walker
2006	Fredrick L. Davies
2007	Dave Richmond
2008	Len Greihs
2009	Tom Draper
2010	Larry Bullen
2011	William Maher
2012	Leland Bassett
2013	Dr. Richard Shaink
2014	Dr. George Potter
2015	John Crist
2016	Laura Stanton

2017	Dr. Jon Lake
2018	Dr. Lewis Keith Yohn
2019	Dr. Frederic Slete
2020	Woodrow Wilson, Jr.
2021	Charles Birney
2022	Christopher A. Simpson
2023	Thomas C. Evanson & Nancy L. Evanson
2024	Daniel J. Mahoney
2025	Barbara Markowski



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
8.0 Action Items 8.6 Trustee Commencement & JC Honors Ceremony Presenters for Consideration
Description: (Concise explanation of the issue, item, or proposal)
Our Commencement ceremonies will be held in the Sheffer Music Hall on Saturday, 05.02.26, at 9:00A and 1:00P. Given this, I ask for recommendations for the Board of Trustee presenters at the 2026 ceremony for the following awards: <ol style="list-style-type: none"> 1. Distinguished Service Award recipient(s) for 2026; 2. Dr. Ethelene Jones-Crockett Award recipient for 2026; 3. Also, if a Board of Trustee member would like to present the 2026 Captain Zenneth A. Pond Emerging Alumni Award (presented at the JC Honors Ceremony <i>only</i> on Friday, 05.01.26, at 6:00pm), please consider this as well; the recipient is Emily Mast (nomination letter enclosed).
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of presenters for the Distinguished Service Award recipient(s) and the Dr. Ethelene Jones-Crockett Award recipient for the 2026 Commencement ceremonies, as well as the Captain Zenneth A. Pond Emerging Alumni Award for the 2026 JC Honors Ceremony.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON COLLEGE FOUNDATION

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February 9, 2026

Dr. Daniel J. Phelan, President
Jackson College
2111 Emmons Road
Jackson, MI 49201

Dear Dr. Phelan:

The Jackson College Foundation Board of Directors approved the selection of Emily Mast as the 2026 Captain Zenneth A. Pond Emerging Alumni Award recipient during the January 27th meeting of the Board of Directors.

Emily Mast is a Channel Marketing Manager at Crexendo, where she leads initiatives designed to strengthen partner success. She also serves as the Marketing and Communications Director for Young Channel Leaders (YCL), overseeing all efforts that shape and amplify the organization's voice. With more than five years of strategic marketing experience, Emily is known for developing impactful programs and resources that empower partners' work that earned her the prestigious Telarus Coin of Excellence award in 2025.

Emily began her academic journey at Jackson College, graduating with an Associate of Arts degree in 2018, before transferring to Purdue University, where she earned a Bachelor of Arts in Professional Writing with a minor in Business Economics and volunteered as an Honors College Mentor. She remains deeply connected to her alma mater, serving as an alumni ambassador, volunteering with the JC Heritage Center, and actively participating as a member of the Jackson College Alumni Advisory Committee.

Beyond her professional career, Emily is a former 2018 Miss Jackson County Teen USA, Pure International Miss (2023), and International Miss, serving as an ambassador for Pure International Pageants. She is also the founder of *Big Sister Advice*, which focuses on developing core life skills in teens and young adults through mentorship, workshops, and one-on-one guidance.

The Foundation Board of Directors is please to announce the approval of Emily Mast as the 2026 Emerging Alumni Award recipient and looks ever forward to celebrating her at the award presentation on Friday, May 1, 2026.

Warm regards,

Julie R. Hand
Chief Advancement Officer

JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-02 Treatment of Employees
Subject: (Topic or focus for consideration)
8.0 Action Items 8.7 Closed Session – Collective Bargaining Negotiations*
Description: (Concise explanation of the issue, item, or proposal)
As provided by Public Act 15.268, Section 8, Sub-section (c) for strategy and negotiation sessions connected with the negotiation of a collective bargaining agreement, I hereby request closed hearing at this time for the above purpose as it relates to the contract negotiations with the faculty union.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Affirm the request and move to closed session.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-02 Treatment of Employees
Subject: (Topic or focus for consideration)
8.0 Action Items 8.8 Faculty Union Contract Approval *
Description: (Concise explanation of the issue, item, or proposal)
The Board will consider approval of the Faculty Union Contract (summary of significant changes enclosed; full contract link here). The contract was ratified by the Faculty Union on 02.06.26.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider approval of the Faculty Union Contract.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Highlights of the 2025/2026 – 2027/2028 JCFA Contract

The contract was ratified last week by the JCFA at 87.5% affirmative, of those who voted.

Economics:

\$3,000 raise on their base pay

Performance pay was increased from \$1,500 to \$2,500/year

Faculty teach a “load” of 33 contact hours (previous was 33-35)

Since we are ½ way through the academic year, some things will wait until

Fall:

Stipends will be paid for Department Chairs and co-chairs of IQC Committees. Stipends will also be paid to Allied Health Program Directors and Simulation Lab Coordinator

New overload rate will begin in September 2026 (increased from \$51.25 to \$60).

Annual load limit of 54, semester load limit of 18 without CAO approval. If faculty exceed without appropriate approval, they will not be eligible for performance pay for that year

Big shift away from release hours:

We have gradually been moving away from “release” hours. In previous contracts, we reduced from 190 to 120. In this contract, we moved to 50 release hours, which include institutional release hours such as Endowed Chairs and the JCFA President.

For Department Chairs, we replaced 10 hours of load/release time. The work will be paid at the end of each semester at \$2,700, with a stipend. Those individuals who receive this stipend may NOT receive any release from the shared pool. Comprehensive list of duties which include guiding the department in institutional work, including plans for improving student learning, persistence and completion.

Robust annual evaluation for all faculty and a separate evaluation for department chairs.

The Instructional Quality Committee's Co-Chairs receive \$1,000 stipend at the end of each semester for their work.

Program Directors for Allied Health receive \$2,200 per semester.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-10 Access to Education
Subject: (Topic or focus for consideration)
9.0 Monitoring CEO Performance 9.1 EL-10 Access to Education – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-10 Access to Education. You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations. I will respond to any questions you have about the report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board assessment of the monitoring report for Policy EL-10 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Jackson College Board of Trustees

Monitoring Report: EL – 10 Access to Education

[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-10: "Access to Education". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

02.16.26

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

Date

POLICY STATEMENT:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) Billing contact hours have been forecasted;
- b) Local property tax revenues have been estimated;
- c) State appropriations have been estimated;
- d) Requirements to meet union contracts have been calculated;
- e) Projected costs for obligations, major strategic initiatives, and requirements for total cost recovery have been estimated;

- f) Contribution to overhead has been calculated; and
- g) Tuition and fee comparisons against community colleges within our comparison group (i.e., ASC Group 2) have been completed using the President's Tuition and Fee Philosophy calculation.

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

EVIDENCE:

- a) On 01.23.26, the College CFO confirmed that, as part of the FY '26 annual budget planning process, a review of billing contact hour trends was completed to support enrollment forecasting.
- b) On 01.23.26, the College CFO confirmed that estimated local property tax revenues were incorporated into the FY '26 budget planning calculations.
- c) On 01.23.26, the College CFO confirmed that estimated state appropriations were included as part of the FY '26 budget planning process.
- d) On 01.23.26, the College CFO confirmed that the financial requirements necessary to meet union contract obligations were considered during the FY '26 budget planning process.
- e) On 01.23.26, the College CFO confirmed that projected costs for major strategic initiatives were estimated and incorporated into the FY '26 budget planning process.
- f) On 01.23.26, the College CFO confirmed that projected operating expenses and overhead were considered as part of the FY '26 budget planning process.
- g) On 01.23.26, the College CFO confirmed that a review of tuition and fee rates among Michigan ACS Group 2 peer institutions (Jackson, Kellogg, Lansing, Monroe, and Washtenaw) was conducted as part of the FY '26 budget planning process.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On 01.23.26, the Director of Business and Student Financial Services confirmed that the following processes occurred to communicate new tuition and fee rates after Board approval:
 - June 2025: Students were notified of the pending Board action by the CFO.

- June 2025: Student Services staff were informed of the new rates for use in advising current and prospective students.
- June 2025: New rates were confirmed with Marketing, and the related webpage update was reviewed.
- June 2025: The Board of Trustees' minutes documenting annual tuition and fee approval were posted to the College's website.
- July 2025: New rates were communicated to students and accounts were rebilled accordingly.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On 02.04.26 the Chief Student Services Officer confirmed the College's Credit for Prior Learning policy is current. This policy was last reviewed in November 2024 in accordance with its biannual review schedule. The policy is up to date and accessible on our website.
- b) On 02.04.26 the Chief Student Services Officer confirmed the College's Transfer Credit Evaluation policy is current. This policy was last reviewed in December 2024 in accordance with its biannual review schedule. The policy is up to date and accessible on our website.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College provides reasonable support services for students with financial, mental, physical and other related barriers to ensure they have opportunities for academic success.
- b) The College provides ongoing, personalized support toward the advancement of students' academic goals.
- c) The College provides clear communication to students about how they can receive financial aid assistance.
- d) The College leverages additional resources from the College's Foundation, and other sources to assist students with limited means.

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

EVIDENCE:

- a) On 02.04.26 the Chief Student Services Office confirmed that the College operates a Center for Student Success, housed in Bert Walker Hall on the Central Campus, which provides accommodations for students with disabilities, physical and mental health referral, and temporary assistance with transportation, as well as the Federal TRIO program.
- b) On 02.04.26 the Chief Student Services Officer confirmed that the Center for Student Success also provides tutoring support and houses the Federally funded TRIO Program. The TRIO Program provides additional opportunities for academic and personal development, assists students with basic college requirements, and works to motivate students toward the successful completion of their postsecondary education.
- c) On 02.04.26 the Chief Student Services Officer confirmed that there is a communication plan in place to provide students with information on applying for financial aid. Specifically, as part of the admission process and New Student Orientation, information is sent to the student providing them with the next steps on applying for financial aid and meeting with their assigned Financial Aid Specialist.
- d) On 02.04.26 the Chief Student Services Officer confirmed that students who have limited financial aid, require additional funding, or are in need of emergency support are referred to the Center for Student Success, the Student Resources Coordinator, or the Student Life Coordinator who work with the College's Foundation, Harriett's Hub, and community resources to provide a solution to the student's situation.

5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses or programs to obtain the instructional hours required to complete their course of studies.

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) On 02.06.26 Chief Student Services Officer confirmed that during the monitoring period, the following instructional programs were closed (see following table). Notification was made to the Higher Learning Commission (HLC) as required .

The following table summarizes the closed programs and the date that the Higher Learning Commission was notified.

Program	Date of HLC Notification
Certificate - Executive Assistant	01.01.25
Certificate - Microsoft Office Specialist	01.01.25
Skill Set - CNC Machining	05.20.25
AAS - Allied Health	06.16.25
Certificate - Health Sciences Foundations	06.16.25
Certificate - Medical Insurance Coder/Biller	08.15.25
Certificate - Esport Game Design	12.09.25
Certificate - Esport Management	12.09.25
AAS - Health and Pre-Professional Science	12.17.25

- b) On 02.06.26 the Chief Student Services Officer confirmed that a process is in place for when a class is cancelled. More specifically, when a course is cancelled, a class roster is retrieved, and each student receives a call from their Student Success Navigator to inform them of the cancellation. The Navigator then works with the student to select an alternative class within their program requirements.
- c) On 02.04.26 the Chief Student Services Officer confirmed that the policy Military Withdrawal due to Orders was reviewed in September 2024, in accordance with its biannual review schedule. The policy is up to date and accessible on our website.
- d) On 02.04.26 the Chief Student Services Officer confirmed that the Credit for Prior Learning Policy (AC-1042) was reviewed and updated in November 2024 in accordance with its biannual review schedule. The policy is up to date and accessible on our website. The Credit for Prior Learning Policy allows the College to provide credit for experiential learning. Additionally, competency assessments are available to students in accordance with the Assessment of Student Learning Policy (AC-1104). The policy is up to date and accessible on our website.
- e) On 02.04.26 the Chief Student Services Officer confirmed that there are a variety of course options for students. Students can register for on campus in-person (face-to-face) courses, online (internet based) courses, and hybrid courses which are comprised of both in-person and online requirements.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
BOARD / CEO DELEGATION: BCD-04 Monitoring CEO Performance
Subject: (Topic or focus for consideration)
9.0 Monitoring CEO Performance 9.2 CEO Monitoring Compliance Schedule & Summary
Description: (Concise explanation of the issue, item, or proposal)
<p>Attached is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.</p> <p>When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of the CEO's compliance to-date.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



President/CEO Monitoring Report Compliance

Jackson College

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



President/CEO Monitoring Report Compliance Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.11.25	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.25
EL – 01 Treatment of Learners	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 02 Treatment of Staff	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 03 Planning	6.09.25	Yes		n/a	n/a	n/a	Compliant 6.9.25
EL – 04 Financial Conditions & Activities	11.03.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25
EL – 05 Asset Protection	6.09.25	Yes	n/a	n/a	n/a	n/a	Compliant 6.9.25
EL – 06 Investments	6.09.25	Yes	n/a	n/a	n/a	n/a	Compliant 6.9.25
EL – 07 Compensation and Benefits	1.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 1.12.26
EL – 08 Communication & Support to the Board	11.4.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25



President/CEO Monitoring Report Compliance Jackson College

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 2.17.25
EL – 11 Mission- Support & Entrepreneurial Activity	3.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 3.17.25
EL – 12 Land Use	5.12.25	Yes	n/a	n/a	n/a	n/a	Compliant 5.12.25

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

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

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

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

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



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
10.0 Information Requested by the Board 10.1 College Feature: TEDx – Dr. Sonja Howell
Description: (Concise explanation of the issue, item, or proposal)
For this month’s College Feature, the Board welcomes Jackson College Instructional Designer & Developer, Dr. Sonja Howell, who will share details about the first-ever TEDx Jackson College – By MI Design event, coming 04.16.26.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the College Feature and ask any questions of Dr. Sonja Howell.
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: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control
Subject: (Topic or focus for consideration)
10.0 Information Requested by the Board 10.2 Next Board Meeting Topics
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside to help the Board anticipate topics for the Board next Regular Board meeting (03.09.26). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda. <ul style="list-style-type: none"> • Excellence Minutes: TBD • Policy Review: EL-07 Compensation & Benefits • Policy Review: EL-09 Organization Culture • Policy Review: GP-00 Governance Commitment • Policy Review: GP-01 Governing Style • Policy Review: BCD-06 CEO Compensation • Evidence Review: EL-11 Mission-Support & Entrepreneurial Activity • Interpretations Assessment: EL-04 Financial Conditions & Activities • Interpretations Assessment: EL-08 Communication & Support to the Board • CEO Monitoring Compliance Schedule & Summary • College Feature: TBD • Next Board Meeting Topic
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: February 16, 2026



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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-01 Governing Style
Subject: (Topic or focus for consideration)
11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 11.1 Principles of Policy Governance
Description: (Concise explanation of the issue, item, or proposal)
<p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board’s work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board’s work both in terms of this meeting and in general governance practice. https://governforimpact.org/resources/principles-of-policy-governance.html</p> <p>Enclosed are the results of the 01.12.26 and 02.07.26 Board Meeting Self-Assessment Summaries.</p> <p>Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Define particular areas for improvement in the governance process.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)



Jackson College Board of Trustees

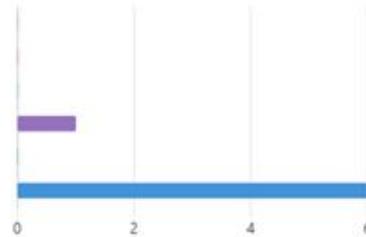
Board Post-Meeting Self-Assessment Report:

01/12/26

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

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	1
4 - Commendable	0
5 - Met our best expectations	6



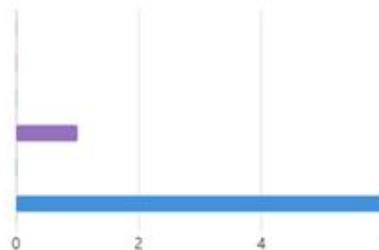
3. Comments:

- 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	1
4 - Commendable	0
5 - Met our best expectations	6



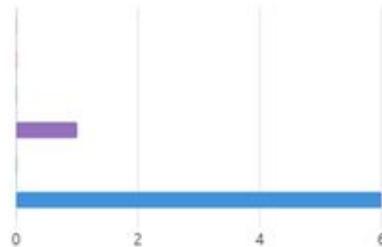
5. Comments:

- 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	1
4 - Commendable	0
5 - Met our best expectations	6



7. Comments:

- N/A

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

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	0
4 - Commendable	1
5 - Met our best expectations	6



9.

Comments:

- N/A

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

Survey responses:

0 - Not applicable	0
1 - We failed	0
2 - Unacceptable	0
3 - Acceptable	0
4 - Commendable	1
5 - Met our best expectations	6



10. Comments:

- N/A



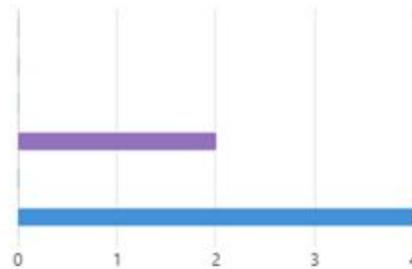
Jackson College Board of Trustees

Board Post-Meeting Self-Assessment Report: 02/07/26 Special Meeting

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

Survey responses:

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



3. Comments:

- N/A

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

Survey responses:

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



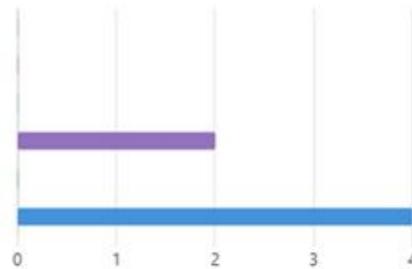
5. Comments:

- N/A

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

Survey responses:

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



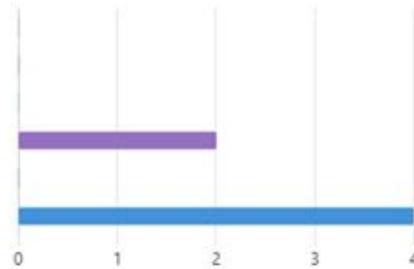
7. Comments:

- N/A

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

Survey responses:

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



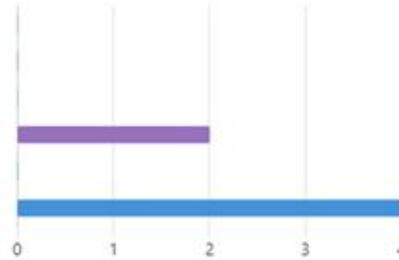
9. Comments:

- N/A

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

Survey responses:

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



10. Comments:

- N/A



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: February 16, 2026

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

Report Category:
<input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-01 Governing Style
Subject: (Topic or focus for consideration)
12.0 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: February 16, 2026

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

Report Category:
<input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
GOVERNANCE PROCESS: GP-13 Special Rules of Order
Subject: (Topic or focus for consideration)
13.0 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.)