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**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.1 EL-13 Use of Artificial Intelligence & Machine Learning –  
Policy Adoption\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-13 Use of Artificial  
Intelligence & Machine Learning

**Executive Summary:**

Enclosed for consideration of adoption is proposed policy EL-13. Chairperson Patterson, Trustee Hoffman, and I are recommending adoption.

I appreciate your consideration of this policy.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of policy EL-13 Use of Artificial Intelligence & Machine Learning.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Use of Artificial Intelligence and Machine Learning

**Policy Number:** EL 13

**Date Adopted:**

**Version:** 1.0

**Date Last Reviewed:**

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Patterson  
Trustee Hoffman

### EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow the use of Artificial Intelligence (AI) and machine learning technologies to deviate from ethical standards, compromise privacy, or fail to align with the Board's Ends priorities and the institution's mission.

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

1. Avoid ethical and legal compliance regarding AI utilization.
  - 1.1 Implement AI systems that do not adhere to applicable legal standards, ethical guidelines, and best practices in higher education.
  - 1.2 Allow the use of AI that could lead to discrimination, bias, or unfair treatment of any individual or group.
  - 1.3 Deploy AI technologies without a thorough ethical review process.
2. Neglect protection for individual and institutional privacy and security.
  - 2.1 Use AI in a manner that compromises the privacy of students, faculty, staff, or \ other stakeholders.
  - 2.2 Fail to implement robust data security measures to protect sensitive information used or generated by AI systems.
  - 2.3 Allow AI to access, process, or store data without appropriate consent and transparency measures in place.

3. Operate AI systems without transparency and accountability for use.
  - 3.1 Fail to maintain transparency about the purposes, capabilities, and limitations of AI systems used within the College.
  - 3.2 Deploy AI without establishing clear lines of accountability for its operation, outcomes, and impact on the college community.
  - 3.3 Implement AI systems without regular audits and evaluations to ensure compliance with ethical and legal standards.
4. Fail to consider the impact of AI on education and employment.
  - 4.1 Use AI in ways that undermine the quality of education or devalue the role of educators.
  - 4.2 Implement AI-driven decisions that significantly impact employment without due consideration of the human and social implications.
  - 4.3 Allow AI to replace human decision-making in areas where human judgment is essential.
5. Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use.
  - 5.1 Fail to provide adequate training for faculty, staff, and students on the ethical use and implications of AI.
  - 5.2 Deploy AI technologies without ensuring that users are adequately informed about how to use these systems responsibly and effectively
  - 5.3. Allow the use of AI without clear instruction to users regarding consequences for destructive or misuse.

<b>Date Of Change</b>	<b>Version</b>	<b>Description of Change</b>	<b>Reviewing Trustees</b>



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.2 EL-11 Entrepreneurial Activity – Policy Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity

**Executive Summary:**

Enclosed for its regularly scheduled review policy EL-11. Chairperson Patterson, Trustee Hoffman, and I are recommending a couple minor edits.

The enclosed version tracks the proposed edits. I appreciate your consideration of this policy.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of policy EL-11 Entrepreneurial Activity.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## JACKSON COLLEGE BOARD OF TRUSTEES POLICY

**Policy Type:** EXECUTIVE LIMITATIONS

**Policy Title:** Mission-Support & Entrepreneurial Activity

**Policy Number:** EL 11

**Date Adopted:** 11.11.19

**Version:** 3.0

**Date Last Reviewed:** 02.12.24

**Responsible Party:** Chief Governance Officer

**Reviewing Committee:** Chairperson Patterson  
Trustee Hoffman

### EXECUTIVE LIMITATIONS STATEMENT:

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

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

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

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

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



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.2 Executive Limitations

6.2.3 EL-11 Entrepreneurial Activity– Interpretations Assessment\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-11 Entrepreneurial Activity

**Executive Summary:**

Attached for their regular assessment are my interpretations for policy EL-11.

I am recommending some changes to my interpretations since they were last reviewed by the Board. The enclosed version tracks the recommended changes.

I appreciate your consideration of my interpretations statement.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of accepting or not accepting my interpretations for policy EL-11 Entrepreneurial Activity as demonstrating a reasonable interpretation of the policy.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

### Interpretation Assessment:

### EL – 11 Mission Support & Entrepreneurial Activity

Report Date: 02.17.25

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

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

#### INTERPRETATION:

~~I interpret this broad policy statement to require the CEO to ensure that a congruency exists between the Board's current **ENDs** policy statements and any undertaken partnerships, practices, or other arrangements, and further that such practices are consistent with those practices of the community college mission. I further interpret "entrepreneurial activities" to represent those activities that are new, financially risky, and significantly tangential to the traditional functions and practices of a community college.~~

~~This interpretation is reasonable because it is consistent with the practices of community colleges nationally.~~

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

- 1. Engage in any mission-support or entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.**

#### INTERPRETATION:

I interpret entrepreneurial activities as existing in two categories, Revenue-Enhancement and Mission-Support, which are defined as follows:

*Mission-Critical Activities* – These are exempt as they are part of the tri-fold mission of a traditional community college (i.e. Pre- baccalaureate/Transfer Education, Professional Trades/Career Education, and Community Services). If a mission-critical service fails, is disrupted, or is non-existent, the ability of the College to serve students is significantly compromised.

*Revenue-Enhancement Activities* – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college ~~(i.e. Pre-baccalaureate/Transfer Education, Professional Trades/Career Education, and Community Services)~~, and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the

College; and

*Mission-Support Activities* – Undertaking pursuits that are aligned with the aforementioned tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS, but are not critical. These activities may include grant-funded opportunities and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
  - b) All new (added within the last 12 months) Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;
  - c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
  - d) Some Mission-Support Activities are not expected to generate revenue but are understood to significantly impact student success and will be noted as not applicable to this policy (N/A).
- d)e) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is budgeting for the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5 years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

**2. Engage in mission-support or entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader and as a member of the League for Innovation, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- **Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All undertaken mission-support and entrepreneurial activities are consistent with the criteria listed in policy.
- b) At least one of the six aforementioned thresholds are achieved and documented.

This interpretation is reasonable because the Board has identified specific criteria to be met and the criteria will provide explicit demonstration of compliance with the criteria.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) When grant activities reveal a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

This interpretation is reasonable insofar as grant applications disclose possible benefits that would accrue to the grant, if awarded, as well as any institutional match requirement. Indeed, most grants require that the College provide a narrative as to the need for the grant, use of funds, institutional goal for the grant, and plans for sustainability after the grant concludes.



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 17, 2025</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i></b></p>
<p>6.0 Items for Decision  6.3 Board Planning  6.3.1 Line of Credit Reauthorization*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS – EL-04 Financial Conditions &amp; Activities</p>
<p><b>Executive Summary:</b></p> <p>Enclosed for your consideration is our annual resolution to authorize a line of credit for Jackson College which would allow us to secure funds for college operations, or to pay previous loans obtained for college operations, under the Community College Act. (The affidavit of posting notice is also enclosed here. This was posted on 02.05.24 by the Chief of Staff.)</p> <p>Note that I would only make use of this funding for either temporary cash flow purposes, or emergency operational considerations, and would obtain approval from the Board prior to doing so.</p>
<p><b>Resource Impact:</b></p> <p>None</p>
<p><b>Requested Board Action:</b></p> <p>Approval of resolution to re-authorize a line of credit.</p>
<p><b>Action Taken:</b></p> <p>A record of action(s) taken will be indicated in the minutes for this meeting.</p>

**BOARD RESOLUTION TO ESTABLISH COMMUNITY COLLEGE LINE OF CREDIT**

Jackson College, Michigan (the "Issuer")

A regular meeting of the board of trustees of the Issuer (the "Board") was held in the Potter Center Boardroom, within the geographic boundaries of the Issuer, on the 17<sup>th</sup> day of February, 2025, at 6:30 o'clock in the p.m. (the "Meeting").

The Meeting was called to order by Sheila A. Patterson, Chairperson.

Present: Trustees *Sheila A. Patterson, Matthew R. Heins, Philip E. Hoffman, Donna L. Lake, Danielle E. Mackey, Christopher A. Simpson, Teshna Thomas*

Absent: Trustees

The following preamble and resolution were offered by Trustee \_\_\_\_\_ and supported by all Trustees:

**WHEREAS:**

1. Section 127 of 1966 PA 331, as amended (the "Community College Act"), authorizes this Board to obtain a line of credit to secure funds for college operations or to pay previous loans obtained for college operations under the Community College Act or any other statute; and

2. As security for the proposed line of credit, the Board is authorized to pledge an allocation of fees and charges required to be paid by students enrolling with the Issuer for that fiscal year for repayment of funds received pursuant to the line of credit; and

3. The Community College Act requires that a Line of Credit be subject to the Revised Municipal Finance Act, as amended, (the "Act"); and

4. Five percent (5%) of estimated fiscal year 2023-2024 operating expense is \$2,687,931; and

5. The process of soliciting bids by publishing a notice of sale in a publication as specified in Section 309(2) of the Act is prohibitively more expensive than soliciting one or more bids.

6. The Issuer has obtained a bid from County National Bank, Hillsdale, Michigan (the "Bank") to fund the line of credit with a fixed interest rate of six and eight hundred seventy-five (6.875%) per annum, with monthly payments of interest and with principal and then-unpaid interest due at final maturity, with a Bank fee of \$10,000 (the "Bid").

**NOW, THEREFORE, BE IT RESOLVED THAT:**

1. Based upon expense considerations associated with publishing a notice of sale, as specified in Section 309(2) of the Act, the Board ratifies and affirms the administrations solicitation of the Bid from the Bank.

2. This Board does hereby determine that it is in the best interest of the Issuer and its fiscal operation for the calendar year 2024-2025 to accept the Bid of the Bank and to obtain a line

of credit to secure funds for college operations and/or to pay previous loans obtained for college operations.

3. This Issuer shall secure a line of credit with the maximum available borrowing amount of not to exceed Ten Million Dollars (\$10,000,000), or such lesser amount as reduced by a member of the administrative staff or the by Board of Issuer, and shall issue its line of credit obligation (the "Line of Credit") therefor. The Issuer hereby appropriates a sufficient amount of its 2024-2025 fees and charges paid by students enrolling with the Issuer, which amount is expected to be \$ 28,459,890, of which \$ 22,881,231 has already been received by the Issuer, to repay the principal of and interest on the Line of Credit. In addition, the full faith and credit of the Issuer is hereby irrevocably pledged for payment of the proposed Line of Credit, and in case of insufficiency of fees and charges paid by students enrolling with the Issuer, the Issuer shall pay the Line of Credit as a first budget obligation from any funds legally available therefor, and, if necessary, levy taxes on all taxable property of the Issuer for the payment thereof, subject to applicable constitutional, statutory and charter tax rate limitations, all pursuant to the Community College Act. That full faith and credit pledge is subordinate to any encumbrances or tax levies pledged or to be pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to the Act. The Line of Credit shall not be considered the indebtedness of the State of Michigan, and the obligation shall carry a statement to that effect.

4. Said Line of Credit shall be dated as of the date of delivery, shall bear interest on the outstanding balance of any draws against that Line of Credit ("Draws") made by the Issuer from the date of that Draw until that Draw or portion of Draw is paid, at a rate not exceeding six and eight hundred seventy-five thousandths percent (6.875%) per annum on the balance remaining unpaid. The total of all Draws outstanding at any one time against the Line of Credit shall not exceed \$10,000,000. Interest shall be payable to the Registered Owner monthly on the first day of each month during the life of the Line of Credit, until the outstanding Draw amounts are fully paid, in lawful money of the United States of America, at such bank or trust company in the State of Michigan as shall be designated by the original purchaser of the Line of Credit, which paying agent qualifies as such under the statutes of the State of Michigan or of the Federal Government. The principal amount of any Draw shall be due and payable on or before December 30, 2025. In the discretion of the Issuer, principal payments on any Draw occurring before December 30, 2025, may be made in whole or in part. If more than one Draw against the Line of Credit is made, those Draws shall be numbered serially from 1 upwards, and any payments made prior to maturity shall be applied to the Draws in direct numerical order. Draws shall be issued in minimum denominations of \$100,000 or increments of \$1,000 in excess of \$100,000. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws maximum principal amount of the Line of Credit.

5. The form of the Line of Credit shall be in substantially the form set forth and attached hereto as Exhibit A, as may be modified by the President and Chief Financial Officer, and the form of any Draw against the Line of Credit shall be in the form set forth and attached hereto as Exhibit B, as may be modified by the President or the Chief Financial Officer.

6. A member of either the administrative staff or the Board of the Issuer is hereby authorized and directed to file a certified copy of this resolution with the authorized representative of the Michigan Department of Treasury for and on behalf of the Issuer, along with an application for an order waiving the requirement for a credit rating for the Line of Credit, any other

documentation required by the Michigan Department of Treasury for that purpose, and to pay any applicable fee therefor from the Issuer's General Fund.

7. The Line of Credit and any related Draw shall be executed by the President and Chief Financial Officer of the Issuer. The Board Chair and the Board Vice Chair of the Issuer may sign in the place of either the President or the Chief Financial Officer.

8. The Board acknowledges that the interest on the Line of Credit and the Draws is not exempt from federal income taxation.

9. Within fifteen (15) business days after issuance of the Line of Credit, the Board hereby authorizes and directs the Chief Financial Officer to cause to be filed with the Michigan Department of Treasury any and all documentation required subsequent to the issuance of the Line of Credit. Further, within fifteen (15) business days after any Draw against or payment on the Line of Credit, the Board hereby directs the Chief Financial Officer to file with the Michigan Department of Treasury information required by the Michigan Department of Treasury regarding the same.

10. The President, Chief Financial Officer, Board Chair, and Vice Chair are each further authorized to submit a request for waiver of credit rating in relation to the Line of Credit and execute any documents or certificates necessary to complete the transaction. Any of those officers may designate, in writing, an individual to act in their place with respect to the powers conveyed in this paragraph.

11. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

\_\_\_\_\_  
Chair, Board of Trustees

The undersigned duly qualified and acting Chair of the Board of Trustees of Jackson College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, Public Acts of Michigan, 1976, as amended).

\_\_\_\_\_  
Chair, Board of Trustees

CJI/jmw

**EXHIBIT A**

**UNITED STATES OF AMERICA  
STATE OF MICHIGAN  
JACKSON COLLEGE  
2025 LINE OF CREDIT NOTE**

**Rate****Maturity Date****Date of Original Issue****December 30, 2025****Registered Owner:****Maximum Principal Amount:**

Jackson College, State of Michigan (the "Issuer"), for value received, hereby promises to pay to the Registered Owner specified above, or registered assigns, pursuant to this line of credit note (the "Note"), the Maximum Principal Amount specified above, or so much of such sum as shall be advanced from time to time by the Registered Owner hereunder to the Issuer in one or more draws (the "Draws"), payable on or before December 30, 2025, with interest thereon from the date of any Draw until paid, in arrears, on the first business day of each month in which any or all of the Maximum Principal Amount remains outstanding at the Rate specified herein, based on a 360-day year, 30-day month. In the discretion of the Issuer, principal payments on any Draw occurring before December 30, 2025, may be made in whole or in part. This Note and the associated Draws shall be issued in minimum denominations of \$100,000 and in \$1,000 increments in excess of \$100,000.

Draws against this Note are subject to the right of the Issuer to pay the same in whole or in part, without premium or penalty, at any time prior to maturity. The Registered Owner shall permit Draws against this Note at any time and from time to time, prior to December 30, 2025, in such amounts as the Issuer shall request, by delivery of a Request for Disbursement substantially in the form of Attachment A hereto, in denominations of not less than the minimum denomination described herein and not to exceed in aggregate at any time the outstanding Maximum Principal Amount. The Registered Owner shall fund such Draws to the Issuer under this Note on the date of receipt of such Request for Disbursement if received no later than 3:00 p.m. Detroit, Michigan time on a business day, and on the next business day if received after 3:00 p.m. Detroit, Michigan time, provided, in each case, that all of the conditions for such Draw set forth in the Note have been satisfied, and provided that the amount requested shall not cause the total principal amount outstanding under this Note to exceed the Maximum Principal Amount. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws the Maximum Principal Amount.

This Note and the Draws hereunder are issued under the provisions of Section 127 of Act 331, Public Acts of Michigan, 1966, as amended, and Act 34, Public Acts of Michigan, 2001, as amended, for the purpose of providing money for college operations, or to pay previous obligations incurred for college operations under any statute. The Issuer hereby pledges for the payment of this Note and the Draws hereunder the monies to be received by it from fees and charges paid by students enrolling with the Issuer. As additional security, the Issuer has pledged the full faith, credit, and resources of the Issuer and, in the event of the unavailability or insufficiency of fees and charges paid by students enrolling with the Issuer for any reason, this Note and the Draws thereon are payable from tax levies within the Issuer's constitutional, statutory, and charter limitations or from unencumbered funds of the Issuer. The pledge of the full faith, credit and resources is subordinate to any encumbrances of tax levies pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to Act 34, Public Acts of Michigan, 2001, as amended. This Note and any Draws thereon shall not be consideration of indebtedness of the State of Michigan.

The Issuer agrees that the Registered Owner has the right to sell, assign, or grant participations or any interest in, any or all of the Note, and that, in connection with this right, but without limiting its

ability to make other disclosures to the full extent allowable, the Registered Owner may disclose all documents and information which the Registered Owner now or later has relating to the Issuer or the Note. However, any such sale, assignment or grant of participation or interest, as well as any re-sale, re-assignment, or re-grant of participation or interest of any level, must be noticed to the Issuer in writing prior to the effective date, and the Registered Owner is solely responsible for compliance with the obligations of Rule 15c2-12 of the Securities and Exchange Commission regarding sale to limited numbers of sophisticated investors.

**THIS NOTE IS MADE IN THE STATE OF MICHIGAN AND SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE INTERNAL LAWS OF THE STATE OF MICHIGAN, WITHOUT REGARD TO CONFLICT OF LAWS PRINCIPLES.**

**THIS LINE OF CREDIT NOTE HAS NOT BEEN REGISTERED UNDER THE SECURITIES ACT OF 1933, AS AMENDED, OR THE MICHIGAN UNIFORM SECURITIES ACT, AS AMENDED, IN RELIANCE UPON EXEMPTION THEREUNDER. ANY RESALE OR OTHER TRANSFER OF THIS LINE OF CREDIT NOTE OR ANY DRAW RELATED THERETO MAY BE MADE ONLY UPON REGISTRATION UNDER SUCH ACTS OR IN AN EXEMPT TRANSACTION UNDER SUCH ACTS AND UPON COMPLIANCE WITH THE CONDITIONS SET FORTH HEREIN AND MAY BE OFFERED AND SOLD ONLY IF REGISTERED PURSUANT TO THE PROVISIONS OF THOSE ACTS OR IF AN EXEMPTION FROM REGISTRATION IS AVAILABLE.**

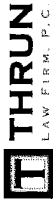
It is hereby certified and recited that all acts, conditions, and things required by law, precedent to and in the issuance of this Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Note, does not exceed any constitutional, statutory, or charter limitation.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Note to be signed in the name of the Issuer by its College President and Vice Chair, as of \_\_\_\_\_, 2025.

Jackson College  
State of Michigan

By \_\_\_\_\_  
Daniel J. Phelan  
President

And \_\_\_\_\_  
John Globoker  
Chief Financial Officer



**ATTACHMENT A**  
**REQUEST FOR DISBURSEMENT**

---

The Issuer hereby requests that the Registered Owner fund a Draw to it in the sum of:

\$ \_\_\_\_\_

pursuant to the \$ \_\_\_\_\_ Line of Credit Note dated \_\_\_\_\_, 2025 (the  
"Note") for deposit to \_\_\_\_\_ Bank, account no.  
\_\_\_\_\_.

and in connection therewith the Issuer certifies that after giving effect to the requested Draw the total principal amount of Draws outstanding under the Note will not exceed the Maximum Principal Amount.

Capitalized terms used but not defined herein shall have the meanings set forth in the Note.



**JACKSON COLLEGE**  
**STATE OF MICHIGAN**

By: \_\_\_\_\_

Dated: \_\_\_\_\_, 20\_\_\_\_

Name: \_\_\_\_\_

Its: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Its: \_\_\_\_\_

Approved by: \_\_\_\_\_

**EXHIBIT B**

**UNITED STATES OF AMERICA  
STATE OF MICHIGAN  
JACKSON COLLEGE  
DRAW No. \_\_\_\_ AGAINST 2025 LINE OF CREDIT NOTE**

**Rate**

**Maturity Date  
December 30, 2025**

**Date of Original Issue**

**REGISTERED OWNER:  
PRINCIPAL AMOUNT:**

Pursuant and subject to the terms and conditions of the associated 2025 Line of Credit Note, dated \_\_\_\_\_ (the "Note") of Jackson College, State of Michigan (the "Issuer"), the Issuer does hereby draw against the Note (the "Draw") and promises to pay the Registered Owner specified above, or registered assigns, the Principal Amount specified above, payable on or before December 30, 2025, with interest thereon from the date specified above until paid, on the first business day of each month in which any or all of the Principal Amount remains outstanding, at the Rate specified herein based on a 360-day year, 30-day month. Payments of the Principal Amount made before December 30, 2025, may be made in whole or in part in the discretion of the Issuer.

In the event of one or more partial payments of the Principal Amount made before December 30, 2025, the Registered Owner shall surrender this Draw to the Issuer in exchange for a replacement Draw in a new principal amount reflecting the then unrepaid portion of the Principal Amount of this Draw.

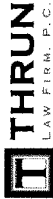
It is hereby certified and recited that all acts, conditions and things required by law, precedent to and in the issuance of this Draw and the related Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Draw, does not exceed any constitutional, statutory or charter limitation as of the date hereof.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Draw to be signed in the name of the Issuer by its President and Chief Financial Officer, as of \_\_\_\_\_, 2025.

Jackson College  
State of Michigan

By \_\_\_\_\_  
President

And \_\_\_\_\_  
Chief Financial Officer



# LIMITED TAX PLEDGE NOTICE

PLEASE TAKE NOTICE that there will be a meeting of the Board of Trustees of Jackson College, Michigan.

At said meeting, the Board of Trustees will consider for approval its proposed Line of Credit (General Obligation - Limited Tax) and related Draws. The proposed Line of Credit (General Obligation - Limited Tax) and related Draws, if issued, will contain the limited tax full faith and credit pledge of Jackson College, Michigan.

DATE OF MEETING: February 17, 2025

PLACE OF MEETING: Jackson College, 2111 Emmons Rd., Jackson, 49201  
Potter Center, Boardroom, 2<sup>nd</sup> Floor  
(place and address)

HOURL OF MEETING: 6:30 o'clock, p.m.

TELEPHONE NUMBER OF  
PRINCIPAL OFFICE OF THE  
BOARD OF TRUSTEES: 517-787-0809

BOARD MINUTES ARE  
LOCATED AT THE PRINCIPAL  
OFFICE OF THE BOARD OF  
TRUSTEES: Jackson College, 2111 Emmons Rd., Jackson, 49201  
George E. Potter Center, 2<sup>nd</sup> Fl., President's Office  
and virtually  
<https://www.jccmi.edu/board-of-trustees/meetings/>  
(address)

Sheila A. Patterson, Chair, Board of Trustees  
(typed name or signature)

## AFFIDAVIT OF POSTING NOTICE

STATE OF MICHIGAN                    )  
  )ss  
COUNTY OF Jackson                 )

The undersigned, being first duly sworn, deposes and says that he/she posted the public notice attached hereto at least eighteen (18) hours prior to the below-referenced meeting of the Board of Trustees of Jackson College, Michigan, held on:

DATE OF MEETING:                   February 17, 2025

HOUR OF MEETING:                  6:30 o'clock, p.m.

PLACE OF POSTING NOTICE:       Jackson College, 2111 Emmons Rd., Jackson, 49201  
George E. Potter Center, 2<sup>nd</sup> Fl., President's Office  
<https://www.jccmi.edu/board-of-trustees/meetings/>

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
Sheila A. Patterson, Chairperson  
(Print Name)

Subscribed and sworn to before me in Jackson County, Michigan, on the 17<sup>th</sup> day of February, 2025.

\_\_\_\_\_  
Keith Everett Book, Notary Public  
State of Michigan, County of Jackson  
My commission expires: April 6, 2030  
Acting in the County of Jackson



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.3 Board Planning

6.3.2 Legends Subdivision Lot – Property Sale Proposal\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS – EL-12 Land Use

**Executive Summary:**

I would like to propose the sale of Unit 14 in The Legends Subdivision to Jeff Mazur for \$8,000. This lot, along with two other lots, was donated by Tom Draper and has remained on the market for 18 years. During this period, the College has incurred ongoing expenses, including property taxes and HOA dues.

Due to extensive deed restrictions regarding home size, architectural style, and required building materials, these lots have not been highly desirable. Additionally, multiple other lots in the subdivision have been available for sale for the same duration.

Given that this property holds no educational value and its retention results in continued fixed costs and potential liability, it is recommended that the sale be approved.

**Resource Impact:**

Income of \$8K and sunset of ongoing expenses.

**Requested Board Action:**

Approve sale of Unit 14 in The Legends Subdivision.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.3 Board Planning

6.3.3 Distinguished Service Award Recipient(s) Nominations & Decision\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board

**Executive Summary:**

I request recommendations and a decision for the Board's 2025 Distinguished Service Award recipient(s).

Enclosed are the criteria for the award, as well as a list of prior year recipients as a reference for you.

Additionally, upon the retirement of members of the Board of Trustees, they are advanced for automatic recognition for Distinguished Service. Thusly, former Trustee John Crist, who recently left the Board, will be automatically recognized this year.

On the occasion of a retiring Trustee, two Distinguished Service Awards may be given in the same year. Recommendations and bios (enclosed here) received thus far for the second award include: Frank Dick (posthumously); Phil Moilanen; Tim Walberg; Ric Walton; and Heidi Washington.

I would appreciate the Board's guidance as to the recipient(s) for 2025.

**Resource Impact:**

None

**Requested Board Action:**

Discussion of and decision for Distinguished Service Award recipient(s) for 2025.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.

## **Distinguished Service Award**

*January 9, 2023*

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The Distinguished Service Award is the highest honorary award made by the Board of Trustees.

In January, board members are asked to consider nominees for the Distinguished Service Award, with the president providing names for deliberation. 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.

The criteria for nominations are quite simple and have consistently been worded as follows:

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 Community 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.

Thus, the award is recognition for service both to the community and to the College.

Once the Board approves the person or persons for the award, 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.

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.

**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)

**June 12, 1967**

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

**June 9, 1969**

James P. Graham (D)  
Bert H. Walker (D)  
Florence Jack Price (D)  
Dr. William N. Atkinson (D)  
Leona Atkinson (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 8, 1972**

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

**March 12, 1973**

Elwin T. Ruffner (D)  
Louis H. Leggett (D)  
Kae Marcoux (D)  
Rep. Hal Ziegler (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)

**April 29, 1977**

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

**November 23, 1977**

Al Cotton (D)

**April 27, 1978**

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

**May 2, 1979**

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

Tony Dungy  
Dr. Harish Rawal

**2010**

Rep Mike Simpson (Posthumously)

**2011**

Henry C. Zavislak

**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  
Dr. Albert Krieger

**2021**

Greg O'Connor

**2022**

Leland Bassett

**2023**

Dr. Edward Mathein  
Ronald L. Douglass

**Frank Dick**

**2023 Distinguished Service Award Nomination  
Posthumous Biographical Sketch**

Frank Dick was a philanthropist, educator, veteran, and former President of the Gleaner Life Insurance Society. He passed away on Sep. 5, 2022 at the age of 96.

Frank served in the United States Army Infantry in the Battle of the Bulge in World War II for which he was awarded the Purple Heart, Bronze Star, and 80<sup>th</sup> Blue Ridge Combat Infantry Badge. After his military service, he earned Bachelor of Science and Master of Science Degrees from Bowling Green State University and has been bestowed with honorary degrees bestowed upon him include a Doctor of Education from the University of Findlay, Doctor of Public Service from Bowling Green State University, and Doctor of Community Service from Adrian College.

At the age of twenty-one, Frank was elected to serve as the Mayor of Jerry City, Ohio; the youngest mayor in the state. At 23, he held his first Superintendent position at Portage Township Schools (1950-1953). He would go on to serve as Superintendent of several other Ohio schools, including Pandora-Gilboa (1953-1957), Sylvania City (1957-1965), and Toledo City (1965-1978). He was hired by the Gleaner Life Insurance Society in 1978, elected as President of the Society the following year, and remained so until his retirement in 2000, at which time he remained Gleaner Life's Chairman Emeritus until the title was retired in 2021. His tenure included the move of the Society's home office to its current location in Adrian, MI in 1981.

In addition to his role at the Gleaner Life Insurance Society, Frank held several leadership positions with community service organizations including serving as the President of the Greater Toledo Educational Television Foundation, Lenawee United Way, and Channel 30; Director of Sylvania Savings Bank; and serving as a board member for the Adrian College Board of Trustees, American Association of School Administrators Foundation, Bowling Green State University Foundation, Jackson Community College, Lenawee Health Alliance, Lenawee Economic Development Corporation, Lenawee County Chamber Foundation, Michigan Association of School Boards Foundation for Educational Leadership, Pro Medica Hospital System Investment Committee, Pro Medica North Region Board of Directors, and the Toledo Public Schools Foundation. Frank was also an active member of the First United Methodist Church of Adrian, 40 & 8 Veterans, the Lenawee Chamber of Commerce, Adrian Rotary Club, American Legion, Disabled American Veterans, Veterans of Foreign Wars, and Am Vets.

Frank was married to his wife, Shirley Dick (nee Garns), for more than 63 years prior to her death in 2010. He is survived by their daughter, Reide Garnett. Frank and Shirley endowed several charitable funds and scholarships including the Frank and Shirley Dick Scholarship Fund and the Frank and Shirley Dick Academic Success and Community Service Award at Adrian College.

**Philip Moilanen**

2023 Distinguished Service Award Nomination  
Biographical Sketch

Philip currently serves as the Summit Township Treasurer and Legal Counsel for the Jackson College Foundation Board of Directors while maintaining his legal practice in Jackson, Michigan. He also serves as a current member of the Greater Jackson Chamber of Commerce's Board of Governors, a Director of the Jackson Symphony Orchestra Association, an Ambassador for the American Cancer Society Cancer Action Network, and a member of the Dahlem Environmental Education Center, the Ella Sharp Museum of Art and History, the State Bar of Michigan's Unauthorized Practice of Law Committee, the Nominating Chair for the Rotary Club of Jackson, Director Emeritus of disability Connection, Inc., and a Patron Fellow of the Michigan State Bar Foundation.

Philip earned his Bachelor of the Arts (with Honors) from Michigan State University and his Juris Doctor from the University of Michigan Law School. His practice works in all areas except criminal law and divorce but offers expertise in subject areas such as business litigation, business planning, non-profits, contracts, probate and estate planning, and wills & trusts.

Philip began his legal career as a member of Bullen, Moilanen, Klaasen & Swan, P.C. representing international photo trade associations prior to the industry's shift to digital images in 2014 and coordinated legal teams internationally for his clients. Phil has published numerous articles and a book on legal issues impacting the photo industry and spoke at trade conferences for more than three decades. His work has previously been honored and recognized in both industry and service- the American Cancer Society National Division Award (1987), designated a Paul Harris Fellow by the Rotary Foundation of Rotary International (1987), Rotarian of the Year – Rotary Club of Jackson (1999), Distinguished Service Award – Photo Marketing Association International; (2003), the Rotary International District 6360 Service Award (2006), and the Empowering Life Award from disability Connections, Inc (2009).

**Eric “Ric” B. Walton**  
2023 Distinguished Service Award Nomination  
Biographical Sketch

Ric Walton is the CEO and Owner of the Walton Insurance Group in Jackson, MI and a Certified Insurance Counselor & Licensed Insurance Counselor specializing in Property & Casualty; Life, Health & Accident insurance.

Ric currently serves as a Board Member for the Enterprise Group of Jackson, OSB Community Bank, United Way of Jackson, the Jackson Community Foundation, Citizens Insurance’s Advisory Board, and Premco and has previously served on the Boards for the Ella Sharp Museum and the Jackson Chamber of Commerce.

Beyond serving on boards, Ric has also been active with the John George Home, AWARE shelter, and community reading programs. He recently presided on the capital campaign committee for the new Jackson YMCA facility. He also founded the Walton Annual Christmas Walk-Through in 2003 and the Walton Insurance Group Charity Fund to support those in need in the Jackson community.

Ric has also encouraged others to serve and support local organization by frequent guest appearances on JTV and co-hosting WKHM’s Good Morning Greater Jackson for more than 20 years. Employees at Walton Insurance Group are encouraged to sit on local boards and foundations as well as volunteer or nominate local organizations for the company’s quarterly featured charity.

**Tim Walberg**  
2025 Distinguished Service Award Nomination  
Biographical Sketch

Tim Walberg is currently serving his ninth term in Congress as the representative of southern Michigan, making him Dean of the Michigan congressional delegation. The diverse constituency of Michigan's 5th District encompasses Branch, Cass, Hillsdale, Jackson, Lenawee, Monroe, and St. Joseph Counties, along with portions of Berrien, Calhoun, and Kalamazoo Counties. Since first taking office, Tim has hosted hundreds of coffee and town hall meetings to better understand the thoughts and concerns of the district.

Prior to his time in public office, Tim served as a pastor in Michigan and Indiana, as president of the Warren Reuther Center for Education and Community Impact, and as a division manager for Moody Bible Institute. He also served in the Michigan House of Representatives from 1983 to 1999, and is proud to bring his reputation as a principled legislator, fiscal reformer, and defender of traditional values to Washington.

Based on his record of legislative accomplishment, Tim holds the designation as Michigan's most conservative Member of Congress, based on the American Conservative Union's lifetime score. Tim was also ranked by the Center for Effective Lawmaking, a non-partisan collaboration between Vanderbilt University and University of Virginia, as the [most effective member](#) of Michigan's congressional delegation in the 115th Congress. In the following session of Congress, the Center for Effective Lawmaking once again recognized Tim for his policymaking success, naming him the [top Republican legislator](#) on technology issues.

In the 119th Congress, Tim serves as Chair of the [House Education and Workforce Committee](#). He also serves on the [House Natural Resources Committee](#).

He and his wife, Sue, have been married for over 50 years, love being grandparents, and enjoy spending time outdoors and riding on their Harley. They live in Tipton, Michigan, where they raised their three children: Matthew, Heidi and Caleb. Tim is a proud grandfather of seven.

**Heidi E. Washington**  
2025 Distinguished Service Award Nomination  
Biographical Sketch

Heidi E. Washington has served as the director of the Michigan Department of Corrections since July 2015.

She was re-appointed as the department's director by Gov. Gretchen Whitmer in December 2018.

As director, she is responsible for overseeing the administration of Michigan's correctional system, which includes the state's prisons, probation and parole supervision, the Parole Board, and other administrative functions, in addition to managing a \$1.9 billion budget.

Director Washington has served in a number of leadership positions during her career with the Department of Corrections.

Prior to her appointment as director, she was warden of the Charles E. Egeler Reception and Guidance Center and the Duane L. Waters Health Center.

She also held positions as warden of Robert Scott Correctional Facility and administrative assistant to the department's executive bureau and director, where she provided oversight for the Legislative Affairs Office and represented the MDOC before the Legislature.

She has additionally served as acting assistant deputy director, overseeing the 19 prison facilities in the southern region of the state, and acting operations administrator for the Correctional Facilities Administration.

She joined the MDOC in 1998 as a legislative assistant after working for the Legislature for several years.

Director Washington holds a Bachelor of Arts degree in political science from Michigan State University and a law degree from Thomas M. Cooley Law School.

In 2017, she was named Public Official of the Year by Habitat for Humanity of Michigan, and in 2018, she was honored to receive the national Tom Clements Award for her vision and innovation in corrections.

Director Washington also serves on the Executive Committee for the Correctional Leaders Association, as well as serving as their Midwest Regional Representative. She also serves as a task force member for the Integrated Justice Information Systems Institute, a nonprofit alliance working to promote and enable technology in the public sector.



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 17, 2025</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b></p>
<p>6.0 Items for Decision  6.3 Board Planning  6.3.4 Crockett Award Recipient Decision*</p> <p><b><u>BOARD POLICY:</u></b> EXECUTIVE LIMITATIONS: EL-08 Communication &amp; Support to the Board</p>
<p><b>Description:</b></p> <p>This time has been set aside to allow for consideration of the Foundations nominee for the Board's Ethelene Jones-Crockett Award for 2025.</p> <p>Enclosed is a nomination letter for Barbara Markowski, along with a list of prior year recipients and the award criteria as a reference for you.</p>
<p><b>Resource Impact:</b></p> <p>None</p>
<p><b>Requested Board Action:</b></p> <p>Discussion of and decision for the 2025 Ethelene Jones-Crockett Award Recipient.</p>
<p><b>Action Taken:</b></p>

## 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



## JACKSON COLLEGE FOUNDATION

2111 Emmons Road • Jackson, MI 49201 • 517.787.0244 • [www.jccmi.edu/foundation](http://www.jccmi.edu/foundation)

February 12, 2025

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

Dear Dr. Phelan:

Following the January 2025 Board Meeting, the Jackson College Foundation Board of Directors approved the nomination of Barbara Markowski as the 2025 recipient of the Dr. Ethelene Jones Crockett Distinguished Alumni Award.

**Barbara Markowski** is a 1970 graduate of Jackson Community College, a former business owner, a dedicated volunteer and advocate for her community. She has contributed hundreds of hours to the College's Heritage Center, where she plays a key role in preserving and sharing the untold stories of Jacksonians. Barb's expertise in quilting, along with her leadership, was instrumental in guiding students and volunteers to successfully create two genealogy quilts aimed at identifying and preserving two Jackson-area pioneer family lineages. Her continued work with the Heritage Center reflects her deep commitment to honoring the past while fostering the development of students, helping them grow into confident and capable young adults.

In addition to her volunteer work with the Heritage Center, Barb was instrumental in the establishment of *SOAR Café & Farms*, a non-profit in Jackson, Michigan, focused on supporting women survivors of human trafficking, sexual abuse, and trauma. Through SOAR, Barb has helped to create a nurturing environment that empowers women to heal, regain their independence, and rebuild their lives. By offering safe housing, job training, and opportunities for personal and financial growth, SOAR helps break the cycle of trauma and provides survivors with the tools for a brighter future.

Barb's unwavering commitment to volunteerism, her passion for quilting, and her advocacy for survivors have made her a key figure in her community. Through her ongoing efforts at SOAR and the Heritage Center, she continues to inspire and uplift others, leaving a lasting impact on the lives of those she serves.

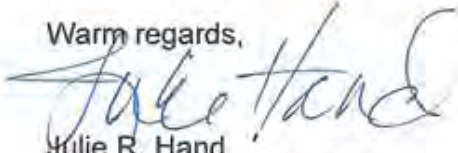
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### JACKSON COLLEGE FOUNDATION BOARD OF DIRECTORS

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

The Foundation Board of Directors heartily recommend Barbara Markowski for the 2025 Dr. Ethelene Jones Crockett Distinguished Alumni Award and desire that this nomination be ratified by the Board of Trustees at their February 17, 2025 meeting.

Warm regards,

A handwritten signature in blue ink, appearing to read "Julie Hand", written over the printed name.

Julie R. Hand  
Chief Advancement Officer



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?***

6.0 Items for Decision

6.3 Board Planning

6.3.5 Trustee Commencement & JC Honors Ceremony Presenters for Consideration

**BOARD POLICY:** EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board

**Description:**

Our Commencement ceremonies will be held in the Sheffer Music Hall on Saturday, 05.03.25, at 9:00A and 1:00P.

Given this, I ask for recommendations for the Board of Trustee presenters at the 2025 ceremony for the following awards:

1. Distinguished Service Award recipient(s) for 2025
2. Ethelene Jones-Crocket Award recipient for 2025
3. Also, if a Board of Trustee would like to present the 2025 Captain Zenneth A. Pond Emerging Alumni Award (presented at the JC Honors Ceremony *only* on Friday, 05.02.25, at 6:00pm), please consider this as well; the recipient is Candyce McArthur (nomination letter enclosed).

**Resource Impact:**

None

**Requested Board Action:**

Consideration of presenters for the Distinguished Service Award recipient(s) and the Ethelene Jones-Crockett Award recipient for the 2025 Commencement ceremonies, as well as the Captain Zenneth A. Pond Emerging Alumni Award for the 2025 JC Honors Ceremony.

**Action Taken:**

## **Jackson College Foundation Board of Directors 2025 Captain Zenneth A. Pond Emerging Alumni Award recipient**

**Candyce McArthur, 2009** is an accomplished professional with a strong background in finance and organizational leadership. She currently serves as the People & Culture Partner for North America at Dawn Foods Global, a position she has held since January 2024. In this role, she applies her expertise in employee engagement, talent management, and organizational development to support Dawn Foods' strategic initiatives.

Candyce began her higher education journey at Jackson College, where she earned an Associate of Science degree in 2009. She then went on to complete her bachelor's degree in finance at Central Michigan University, followed by an MBA in Organizational Leadership from Spring Arbor University in 2015, graduating with honors. Her career began with financial analyst roles at Eaton Aerospace and Alro Steel Corporation before transitioning to her current role at Dawn Foods.

Beyond her academic achievements, Candyce has earned certifications in High-Stakes Communication, Well-Being in the Workplace, and Employee Wellness. She is an active and engaged member of the business community through her involvement with the Leadership Jackson Alumni Network and serves on the Michigan Motor Sports Hall of Fame as a Board of Director.



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

6.0 Items for Decision

6.3 Board Planning

6.3.6 MCCA Board Representative Decision\*

**BOARD POLICY:** GOVERNANCE PROCESS: GP-12 Board Linkage with  
 External Organizations

**Description:**

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 by July 15 of each year.

Currently, I am designated as the President-Director to the MCCA Board. Last year, Chairperson Crist was reappointed as the MCCA Trustee-Director, with newly-appointed Chairperson Patterson serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director must be designated for FY '25.

Enclosed you will find the memorandum from MCCA President Brandy Johnson, as well as the actual certification form.

**Resource Impact:**

None

**Requested Board Action:**

Consideration of MCCA Board Certification re: Board Membership and Executive Leadership Director designations.

**Action Taken:**



**MEMORANDUM**

**TO: MCCA Board of Directors**

**FROM: Brandy Johnson, Secretary, MCCA Board of Directors**

**DATE: June 1, 2024**

**SUBJECT: Certification of Appointments to the 2024-25 MCCA Board of Directors**

Article VII, Sec. 1 and 2 of the Michigan Community College Association (MCCA) Bylaw states:

“There shall be a Board of Directors composed of the chief administrative officer of each member college and one member of the governing board. The governing board of each member college shall also designate an alternate who shall serve in the absence of its governing board member Director of the Association.

...Prior to July 15 each year, each member college shall certify to the Secretary of the Association its members of the Board of Directors.”

Attached is a copy of a Certification Form for the designation of 2024-2025 representatives to the MCCA Board of Directors. Please indicate and certify the names of the President Director, Trustee/Regent Director, and Alternate Trustee/Regent Director from your member college.

**Please return a signed copy of the Certification Form to the MCCA office before July 12, 2024**, so the composition of the 2024-2025 MCCA Board of Directors may be known before the July 2024 Summer Conference meeting.

Please contact me if you have any questions regarding this procedure.

A handwritten signature in black ink, appearing to read "Brandy Johnson", with a stylized flourish at the end.

Brandy Johnson

110 West Michigan Ave. • Lansing, Michigan 48933-1000 •  
Phone: (517) 372 4350 • Fax: (517) 372 0905 • [www.mcca.org](http://www.mcca.org)



Michigan Community College Association  
110 W. Michigan Ave., Suite 650  
Lansing, Michigan | 48933  
Phone: (517) 372-4350

**CERTIFICATION OF APPOINTMENT FORM  
MICHIGAN COMMUNITY COLLEGE ASSOCIATION  
2024-2025 BOARD OF DIRECTORS**

At a \_\_\_\_\_ meeting of the Board of Trustees/Regents or Board of  
Education of \_\_\_\_\_  
*Special/Regular*  
\_\_\_\_\_ held on \_\_\_\_\_  
*College* *Date*  
the following were designated as the chief administrative officer and governing board  
representatives of \_\_\_\_\_ to the Board of Directors of  
*College*  
the Michigan Community College Association for the year beginning July 1, 2024 and  
ending June 30, 2025.

**MCCA BOARD OF DIRECTORS REPRESENTATIVES**

President/Chancellor Director \_\_\_\_\_  
*Name*

Trustee/Regent Director \_\_\_\_\_  
*Name* *College Board Title*

Alternate Trustee/  
Regent Director \_\_\_\_\_  
*Name* *College Board Title*

Submitted by: \_\_\_\_\_  
*Signature of Authorized Agent*

\_\_\_\_\_  
*Date*

**Return this completed form by July 12, 2024 to:**

MCCA – 110 West Michigan, St. 650, Lansing, MI 48933-1611

Fax to: (517) 372-0905 or

e-mail to [michelle@mcca.org](mailto:michelle@mcca.org)

Thank you!



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?***

6.0 Items for Decision

6.3 Board Planning

6.3.7 JC Foundation Board of Directors Nomination Approval\*

**BOARD POLICY:** BYLAWS – JC Foundation Board of Directors

**Description:**

Per the JC Foundation Board of Directors Bylaws, the JC Board of Trustees must approve nominations to the JC Foundation Board of Directors. Enclosed, please find the JC Foundation's nomination of John Crist to the JC Foundation Board of Directors, for your consideration.

**Resource Impact:**

None.

**Requested Board Action:**

Consideration of action regarding the nomination of John Crist to the JC Foundation Board of Directors.

**Action Taken:**



John Crist retired in the summer of 2017 after serving as President and Chief executive officer of CP Federal Credit Union for 20 years. Previously he had worked for 29 years for Consumers Energy in various accounting and benefits roles. He is an alumnus of Jackson Community College, and he earned his bachelor's degree from Ferris State University in business and accounting.

He has been active in numerous service organizations. He served as a past campaign chair and president of the board of United Way, and as a board member for the March of Dimes District Office in Lansing, Cascades Park Improvement Committee, Lions Club in Parma/Spring Arbor, Kiwanis Jackson Hosts Club, Business Network International, and the Sparks Foundation Board. He served on the board of Western Schools for 11 years.

John has spent decades committed to Jackson College through his support as an influential business leader and his service as a Jackson College Trustee, with his most recent capacity as Chairman of the Board concluding in late 2024. John also served as Chairperson of the Michigan Community College Association (MCCA) from 2019-2020.

John is also a long-standing supporter of the Jackson College Foundation, serving on their Finance Committee for numerous years. In 2017, he established the Crist Family Scholarship, an endowed fund designed to assist students pursuing careers in business and related fields. He continues to support the fund annually.

John is married to his lovely wife Jan and has two children, a son and a daughter, and four grandchildren.



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?***

6.0 Items for Decision

6.3 Board Planning

6.3.8 JPEC Board of Governors Nomination Approval\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS – EL-08 Communication & Support to the Board

**Description:**

Enclosed for the Board's consideration is the JPEC Academy Board's nomination of Rubenn Lanphear to serve as a new member of the JPEC Board of Governors.

I met with Rubenn last December and had a delightful conversation. I recommend his appointment to the JPEC Board of Governors without reservation.

**Resource Impact:**

None.

**Requested Board Action:**

Consideration of action regarding the nomination of Rubenn Lanphear to the JPEC Board of Governors.

**Action Taken:**

## JACKSON PREPARATORY & EARLY COLLEGE

Your Place. Your Purpose. Your Future.



Dear Dr. Phelan,

The Jackson Preparatory & Early College Board of Governors has passed a resolution to nominate Rubenn Lanphear to serve as a member of the JPEC Board. The Board adopted the resolution to fill the current vacancy following prior resignations.

Mr. Lanphear is a dedicated local business owner and entrepreneur with a strong commitment to the Jackson community. As the owner of RL Coatings, a custom powder coating business, he has played an integral role in supporting local industries and fostering economic growth in the area. His expertise in business operations, customer relations, and strategic planning has been key to his company's success.

Beyond his professional accomplishments, Mr. Lanphear has deep ties to the Jackson community. His two children have attended local schools, giving him a personal investment in the success and development of educational opportunities in the region. He is a strong advocate for the mission and vision of JPEC and is eager to contribute his business acumen and community-driven perspective to the Board.

With a keen interest in student success and workforce readiness, Mr. Lanphear brings valuable insight into the skills and training needed to prepare students for future careers. His ability to problem-solve, engage with the community, and support local initiatives makes him an excellent candidate for this role.

As defined by the JPEC Bylaws, the Academy Board is by resolution kindly submitting for your and the Jackson College Board of Trustees' review, Rubenn Lanphear's nomination for appointment to the JPEC Board of Governors. Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink that reads "Jonathon Marowelli". The script is fluid and cursive.

Jonathon Marowelli

President

Jackson Preparatory & Early College



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.1 EL-07 Compensation & Benefits – Evidence Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-07 Compensation & Benefits

**Description:**

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-07 Compensation & Benefits.

You will note that my report indicates Full Compliance according to previously established and approved interpretations.

Thank you for your consideration of this monitoring report. I will respond to any questions you have about the report.

**Resource Impact:**

None

**Requested Board Action:**

Board assessment of the report for Policy EL-07 Compensation & Benefits for evidence of full compliance with a reasonable interpretation of the policy.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

### Monitoring Report: EL – 07 Compensation & Benefits

**[ 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-07: "Compensation & Benefits". 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.

01.13.25

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

Date

#### **POLICY STATEMENT:**

**With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the CEO shall not cause, or allow jeopardy to the College's fiscal integrity or public image.**

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

- 1. Change his/her own compensation and benefits.**

#### INTERPRETATION:

Compliance will be demonstrated when:

- a) The CEO's compensation amount has been verified by the Chief Financial Officer (CFO) and matches the approved amounts established by the Board as noted in the CEO's contract.
- b) The CEO's ordinary and necessary expenses match his employment contract as verified by the CFO.

This interpretation is reasonable because internal controls are used for verification.

**EVIDENCE:**

- a) On 12.11.24 the CFO verified the compensation amount for the President and CEO for the period of September 2023 through August 2024 follows the signed Employment Agreement.
- b) On 12.11.24, the CFO confirmed that the President and CEO's ordinary and necessary expenses, which have been reimbursed or paid for by the College, match the Employment Agreement.

**2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) Prior to the time of contract negotiations, the College conducts a comparison with other community colleges in the State for salaries and benefits.
- b) The College's Chief Operating Officer (COO) and Director of Human Resources are members of the Michigan Community College Human Resource Association (MCCHRA) and intentionally engage compensation review with the Association.
- c) The CEO and the COO annually review salary and compensation secondary data from external sources which can provide normative data from a national perspective.

This interpretation is reasonable because institutional benchmarking is done to provide comparison data.

**EVIDENCE:**

- a) The COO confirmed on 11.21.24 that no contract negotiations occurred during this reporting period. Relatedly, a comparison with other community colleges in the State for salaries and benefits was conducted by the Director of Human Resources.
- b) The COO confirmed on 11.21.24 that she and the Director of Human Resources are current members of the MCCHRA.
- c) On 11.21.24, the COO confirmed that a review of salary and compensation secondary data, obtained from the annual survey of the Chronicle of Higher Education, and the League for Innovation, was conducted.

**2.1. Establish or change salary schedules and plans prior to monitoring to ensure compliance with the criteria in this policy.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) Salary ranges for administrators are prepared annually by the CEO and the COO. Salary ranges within classifications for faculty and staff are

established by the bargaining process with both unions.

- b) Any changes in salary ranges during the monitoring period are so noted in the monitoring report.

This is reasonable because the Board can compare the monitoring report from the current and fiscal year to note any variation.

**EVIDENCE:**

- a) On 11.21.24, the COO confirmed that salary schedules have been established as part of the bargaining process with both unions operating at the College.
- b) On 11.21.24, the COO confirmed that salary schedules have been changed for cost of living of adjustments, with performance pay bonuses, as negotiated during this period's monitoring.

**3. Establish or change compensation and benefits that deviate from the current collective bargaining agreements.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The College CFO and Director of Finance confirms that all employees who are part of the collective bargaining agreements, have been paid consistently with the most recent contract.

This is reasonable because payment of benefit and salaries are agreed upon within the contract and are verifiable through the payroll register.

**EVIDENCE:**

- a) On 12.11.24 the CFO confirmed that all employees of Jackson College are paid on a bi-weekly basis. Payroll is balanced, reviewed, and approved on a per-payroll basis. The Business Office utilizes a control sheet that tracks both permanent and temporary payroll adjustments for every employee.

**3.1. Finalize negotiated collective agreements which exceed parameters established by the Board of Trustees.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) The Board's attorney confirms that the negotiated agreement is within the negotiating parameters established by the Board of Trustees to the CEO.

This interpretation is reasonable because legal counsel has reviewed the bargaining agreement and reports their observations to the Board of Trustees.

EVIDENCE:

- a) On 11.21.24, the College's attorney for contract negotiations confirmed that the negotiated agreement is consistent with the negotiating parameters established by the Board of Trustees.

**4. Create obligations over a longer term than revenues can be safely projected.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The CFO confirms that compensation and benefits agreed to, within the letters of appointment for administrators and obligations created under union agreements, do not exceed the forecasted budget for the term of the agreement.

This interpretation is reasonable because there are internal controls in place that are verified by the CFO.

EVIDENCE:

- a) On 12.11.24 the CFO confirmed that during the budgeting process, management considers salary and benefit projections based on the employee's current and expected pay, as determined by the appropriate letters of appointment and union agreements. The CEO is required to present a balanced budget each fiscal year to the Board of Trustees for consideration.

**5. Change retirement benefits such that the provision Introduce retirement benefits beyond what is currently offered (MPSERS, the ORP and Emeriti)**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The COO confirms that there are no new retirement benefit programs beyond that which were offered over the previous 12 months.

This interpretation is reasonable because the Board is able to compare benefits programs from year to year via monitoring reports.

EVIDENCE:

- a) On 11.21.24, the COO confirmed no new retirement benefits have been implemented during this monitoring period.

**6. Promise or imply permanent or guaranteed employment.**

**6.1 Employ Administrators under a contract in excess of two years' duration.**

**6.2 No College employee, with the exception of the College CEO or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a) All administrators are issued a letter of appointment in June for no more than two years.
- b) No one has been offered College employment beyond the standard protocol employed by the HR office, and as described in 6.2.

This interpretation is reasonable because it is verifiable through human resources records and is consistent with best practice in the higher education industry.

**EVIDENCE:**

- a) On 11.21.24, the COO confirmed all letters of appointment for salaried employees were issued for a one-year time period.
- b) On 11.21.24, the COO confirmed that no members of Executive Administration have been issued a two-year letter of agreement, but rather only one-year letters of agreement for this monitoring period.



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.2 EL-09 Organization Culture – Evidence Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-09 Organization Culture

**Description:**

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-09 Organization Culture.

You will note that my report indicates Full Compliance according to previously established and approved interpretations.

Thank you, in advance, for your consideration of this monitoring report. I will address any questions you have about the report.

**Resource Impact:**

None

**Requested Board Action:**

Board assessment of the report for Policy EL-09 Organization Culture for evidence of full compliance with a reasonable interpretation of the policy.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

### Monitoring Report: EL – 09 Organization Culture

**[ 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-09: "Organization Culture". 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.

01.13.25

---

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

---

Date

#### **POLICY STATEMENT:**

**The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.**

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

- 1. Operate without an enforced internal Code of Ethics, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees.**

#### INTERPRETATION:

Compliance will be demonstrated when:

- a) There is evidence that the College not only has a Jackson College Code of Ethics policy that is current and accessible to anyone, but that all employees have annually affirmed their compliance with same.
- b) Notices from Vector Solutions, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95% of employees having completed the training.

This interpretation is reasonable because it follows industry best practices, and further that the Vector Solutions system has built in systems to determine if training is indeed completed.

EVIDENCE:

- a) The Chief Operating Officer (COO) confirmed on 11.21.24 that the [Jackson College Code of Conduct and Ethical Practices](#) is accessible on the College website under Jackson College Policies. All Jackson College employees are required to review the policy annually in the Vector Solutions through an on-line training tool with system data revealing the level of participation.
- b) The Director of Compliance/Deputy Title IX Coordinator confirmed on 12.03.24 that 98% of employees have completed the annual training for the Jackson College Code of Conduct and Ethical Practice policy within the past year.

**2. Permit employees and others to be without a mechanism for confidential reporting, independent of the College, of alleged or suspected improper activities, without fear of retaliation.**

INTERPRETATION:

Compliance will be demonstrated when:

There are multiple mechanisms for confidential reporting of incidents that implicate the CEO, or Trustee, to the Board Chair, Vice Chair or to the Board Attorney, who reports directly to the Board.

- a) There is a 24/7/365 tool with clear processes in place for employees to register a concern, and for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities as well as dishonest, deceitful, fraudulent or criminal acts, and other violations of federal and/or state legislation.
- b) There is a 24/7/365 system in place that, for those incidents that do not implicate the CEO, and in which case there is a conflict, and a direct reporting relationship between the person conducting the investigation, and the person alleged to have engaged in improper activities, for safe reporting.
- c) There is a policy and documentation in place that notifies employees, that if they make false claims or allegations that prove to be unsubstantiated, and which prove to have been made maliciously, or knowingly to be false, these shall be viewed as a serious offence and shall be subject to disciplinary action, including termination from employment.
- d) There is a policy and documentation in place that ensures that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical activity.

This interpretation is reasonable because of verifiable policy and procedural mechanisms in place to ensure employees/others can report confidentially. It is also consistent with higher education practices nationally.

EVIDENCE:

- a) The COO confirmed on 11.21.24 that a [reporting form](#) is accessible on the Board of Trustees webpage to anonymously report allegations of suspected improper activities and that this information is communicated to employees and students. All complaints made via this reporting tool go directly to the college's legal counsel.
- b) The COO confirmed on 11.21.24 that a 24/7/365 reporting tool, [tip 411](#), is accessible on the college's website. In addition, a new reporting tool, Vector Solutions LiveSafe App, has been implemented to submit suspicious activity. This information is communicated to students and employees.
- c) The Director of Human Resources confirmed on 11.21.24 that the [Jackson College Code of Conduct and Ethical Practice policy \(#3107\)](#) indicates that the violation of this practice may result in disciplinary action, up to and including suspension without pay or termination of employment.
- d) The Director of Human Resources confirmed on 11.21.24 that the [Jackson College Code of Conduct and Ethical Practice policy \(#3107\)](#) indicates the requirement to comply with legal and regulatory requirements, with many requirements also noted in the College's Values and Beliefs Statement.

**3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.**

INTERPRETATION:

Compliance will be demonstrated when the College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers, human subjects or animals.

This interpretation is reasonable because such practice is consistent with common methods employed in the higher education and research community.

EVIDENCE:

On 12.11.24, the Chief Strategy and Institutional Research Officer confirmed that the College has an Institutional Review Board (IRB) policy that addresses this type of research work.

**3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.**

**INTERPRETATION:**

Compliance will be demonstrated when, in such cases that research is conducted at Jackson College, that prior approval by the College's Institutional Review Board (IRB) includes submission of ethical guidelines for all research work.

This interpretation is reasonable given that such practice is consistent with common methods employed in the higher education and research community.

**EVIDENCE:**

The College has established an Institutional Review Board (IRB), as previously noted, that ensures the use of ethical practices in research requests. The Chief Strategy and Institutional Research Officer confirmed on 12.11.24 that two requests were made and approved during this reporting period, and that these requests did comply with the stated ethical guidelines.

**3.2. Permit research that has not been subject to independent ethical review.**

**INTERPRETATION:**

Compliance will be demonstrated when the College has an established Institutional Review Board which is used for independent, ethical review of all research work involving humans or animals.

This interpretation is reasonable because it establishes standard higher education and research internal controls to ensure the policy and guidelines are followed.

**EVIDENCE:**

The College has established an Institutional Review Board, as previously noted. The Chief Strategy and Institutional Research officer confirmed on 12.11.24 that two requests were made and approved during this reporting period, which were subject to independent, ethical review via the IRB.

**4. Operate without an annual assessment or methodology of determining organizational cultural health.**

**INTERPRETATION:**

Compliance will be demonstrated when the College offers an annual assessment or methodology of determining organization cultural health during the regularly scheduled monitoring of this policy. The findings of this assessment are considered and advanced where appropriate.

This interpretation is reasonable because an annual assessment or methodology of determining organizational cultural health is provided annually as requested.

EVIDENCE:

The College regularly engages the services of Belk Center for Community College Leadership and Research, based at the University of North Carolina, to benchmark Jackson College against community colleges nationally by learning directly from employees about how they perceive, and experience, their work at the College through an instrument called the PACE Survey. The survey was last conducted in Fall 2023, and the results were shared with the College.

January through March 2024, a group of staff, faculty, leadership, and administrators worked together alongside the Workforce Focus Committee to review the data from the 2022 and 2020 PACE Surveys at the direction of the President. This focused effort is centered on two recurring themes identified as areas for improvement: 1) how to make employees feel more valued, and 2) how to create more opportunities for growth. These themes had emerged consistently in previous survey results.

As a result of this collaborative work, the President's Office, in conjunction with the PACE Survey Group, piloted several enhancements designed to address these themes.

In August 2024, a 6-month check in survey was conducted of employees gauging the success of the new initiatives focused on if the initiatives were helping them feel more valued, at the conclusion of the survey the PACE focus group provided President Phelan with suggestions for further changes. Long term goals were also added to next year's Strategic agenda as tactics. This cadence for review, evaluation and recommendation will continue for the 2024 survey as well.

November 2024 the PACE survey launched again and closed on December 6th. Throughout that month, multiple opportunities for employees to step away from their desks and take the survey were organized across campus.



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.3 EL-10 Access to Education – Evidence Review\*

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-10 Access to Education

**Description:**

Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-10 Access to Education

You will note that my report indicates Full Compliance according to previously established and approved interpretations.

Thank you for reviewing this monitoring report.

**Resource Impact:**

None

**Requested Board Action:**

Board assessment of the report for Policy EL-10 Access to Education for evidence of full compliance with a reasonable interpretation of the policy.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## 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.

02.17.25

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 01.21.25, the College CFO confirmed that, as part of the annual budget planning process for FY '25, a review of billing contact hour trends was completed to forecast enrollment.
- b) On 01.21.25, the College CFO confirmed that, as part of the annual budget planning process for FY '25, estimated local property taxes were contemplated in the calculations.
- c) On 01.21.25, the CFO confirmed that, as part of the annual budget planning process for FY '25, estimated state appropriations were contemplated.
- d) On 01.21.25, the CFO confirmed that the financial contract requirements of both unions were considered during the FY '25 budget planning process.
- e) On 01.21.25, the CFO confirmed that projected costs for major strategic initiatives were estimated and included as part of the FY '25 budget planning process.
- f) On 01.21.25, the CFO confirmed that projected expenses/overhead were considered as part of the FY '25 budget planning process.
- g) On 01.21.25, the CFO confirmed that, as part of the FY '25 budget planning process, a review of Michigan peer group (i.e., Michigan ACS Group 2: Jackson, Kellogg, Lansing, Monroe, and Washtenaw) community college tuition and fee rates were contemplated.

**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.

2025 EVIDENCE:

- a) On 02.11.25, the Director of Business and Student Financial Services confirmed that the following processes occurred for communicating new tuition rates and fees following Board approval:
  - May 2024: Students were notified of pending Board action by CFO.
  - May 2024: Communication was made to Student Services staff with the new rates for use in advising current and future students.

- June 2024: Confirmation of new rates with marketing and reviewed the webpage update.
- July 2024: New rates communicated to students and accounts were rebilled.
- May 2024: The College's Board of Trustee minutes, annually recording Board action regarding tuition and fee setting, were placed on the College's web page.

**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 02.04.25, the Chief Student Services Officer (CSSO) confirmed the College's Credit for Prior Learning policy is current. This policy was last reviewed in November 2024 and is reviewed biennially.
- b) On 02.04.25, the CSSO confirmed the College's Transfer Credit Evaluation policy is current. This policy was last reviewed in December 2024 and is reviewed biennially.

**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 02.04.25, the CSSO 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 02.04.25, the CSSO 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 02.04.25, the CSSO confirmed with the Director of Admissions and New Student Engagement and the Director of Student Success Services 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 02.04.25, the CSSO 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 or the Student Resources Coordinator who works with the Jackson College Foundation, Harriett's Hub, and community resources to provide assistance to help support 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 02.04.25, the CSSO 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.

<b>Program</b>	<b>Date of HLC Notification</b>
Patient Care - Certificate	10.23.24
Medical Insurance Coder Biller - Certificate	12.10.24

- b) On 02.01.24, the CSSO 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 02.04.25, the CSSO 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 02.04.25, the CSSO confirmed that the Credit for Prior Learning was reviewed and updated in November 2024. The Policy allows the College to provide credit for experiential learning. Additionally, competency assessments are available to students through our Credit by Examination policy.
- e) On 02.04.25, the CSSO 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 17, 2025

**TO:** Jackson College Board of Trustees

**FROM:** Dr. Daniel J. Phelan, President

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

8.0 Monitoring CEO Performance

8.4 CEO Monitoring Compliance Schedule & Summary

**BOARD POLICY:** BOARD-CEO DELEGATION: BCD-04 Monitoring CEO Performance

**Description:**

Enclosed 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.

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).

**Requested Board Action:**

Discussion surrounding the CEO's compliance review.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## 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	8.14.24	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 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	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 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	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 10.14.24



## President/CEO Monitoring Report Compliance

### Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.12.24	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.24
EL – 01 Treatment of Learners	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 02 Treatment of Staff	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 03 Planning	6.10.24	Yes		n/a	n/a	n/a	Compliant 6.10.24
EL – 04 Financial Conditions & Activities	11.04.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.24
EL – 05 Asset Protection	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 06 Investments	5.13.24	Yes	n/a	n/a	n/a	n/a	Compliant 5.13.24
EL – 07 Compensation and Benefits	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 08 Communication	11.4.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.23



## President/CEO Monitoring Report Compliance

### Jackson College

& Support to the Board							
EL – 09 Organization Culture	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 1.8.24
EL – 10 Access to Education	2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.12.24
EL – 11 Entrepreneurial Activity	3.11.24	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24
EL – 13 Use of Artificial Intelligences & Machine Learning							

FY 2025 BOARD POLICY REVIEWING & MONTORING SCHEDULE		
FY 2025 Board Meeting Date	Policy Reviews Due	Monitoring Reports Due
August 12, 2024	<u>Review Bylaws</u> <u>Review BCD-03</u> Delegation to CEO <u>Review BCD-04</u> Monitoring CEO Performance	<u>Monitor EL-00</u> General Executive Limitations (PHELAN) <u>Monitor EN-01 (#1-3)</u> Board's ENDS (VAN HEEST / BOOK)
September 9, 2024	<u>Review EL-01</u> Treatment of Learners <u>Review EL-02</u> Treatment of Staff <u>Review BCD-01</u> Unity of Control <u>Review GP-05</u> Role of Vice Chair <u>Review GP-08</u> Board & Committee Expenses	<u>Monitor EN-01 (#4)</u> Board's ENDS (VAN HEEST / BOOK) <u>Monitor BCD-03</u> Delegation to CEO <u>Monitor BCD-04</u> Monitoring CEO Performance
October 14, 2024	<u>Review EL-04</u> Financial Conditions & Activities <u>Review EL-08</u> Communication & Support to the Board	<u>Monitor EN-01 (#5)</u> Board's ENDS (VAN HEEST / BOOK) <u>Monitor EL-01</u> Treatment of Learners (ALLEN / BROWN) <u>Monitor EL-02</u> Treatment of Staff (ALLEN) <u>Monitor BCD-01</u> Unity of Control <u>Monitor GP-05</u> Role of Vice Chair <u>Monitor GP-08</u> Board & Committee Expenses
November 11, 2024	<u>Review EL-09</u> Organization Culture <u>Review EL-07</u> Compensation & Benefits <u>Review GP-13</u> Special Rules of Order <u>Review BCD-02</u> Accountability of the CEO	<u>Monitor EL-04</u> Financial Conditions & Activities (GLOBOKER) <u>Monitor EL-08</u> Communication & Support to the Board (PHELAN)
January 13, 2025	<u>Review EL-10</u> Access to Education <u>Review GP-14</u> Handling Operational Complaints <u>Review GP-11</u> Linkage with Ownership <u>Review GP-15</u> Handling Alleged Policy Violations	<u>Monitor EL-09</u> Organization Culture (ALLEN / BROWN) <u>Monitor EL-07</u> Compensation & Benefits (ALLEN) <u>Monitor GP-13</u> Special Rules of Order <u>Monitor BCD-02</u> Accountability of the CEO
February 17, 2025	<u>Review EL-11</u> Entrepreneurial Activity <u>Adopt EL-13</u> Use of Artificial Intelligences & Machine Learning <u>Review GP-01</u> Governing Style <u>Review BCD-06</u> CEO Compensation <u>Review GP-00</u> Governance Commitment	<u>Monitor EL-10</u> Access to Education (GLOBOKER / BROWN) <u>Monitor GP-14</u> Handling Operational Complaints <u>Monitor GP-11</u> Linkage with Ownership <u>Monitor GP-15</u> Handling Alleged Policy Violations

Jackson College Board of Trustees Meeting - Monitoring CEO Performance

March 17, 2025	<b><u>Review EL-12</u></b> Land Use <b><u>Review GP-02</u></b> Board Job Contributions <b><u>Review GP-04</u></b> Role of Board Chair <b><u>Review GP-10</u></b> Investment in Governance <b><u>Review BCD-00</u></b> Global Board Management Delegation	<b><u>Monitor EL-11</u></b> Entrepreneurial Activity (ALLEN / GLOBOKER) <b><u>Monitor GP-01</u></b> Governing Style <b><u>Monitor BCD-06</u></b> CEO Compensation <b><u>Monitor GP-00</u></b> Governance Commitment
April 21, 2025	<b><u>Review EL-05</u></b> Asset Protection <b><u>Review EL-06</u></b> Investments <b><u>Review BCD-05</u></b> CEO Succession <b><u>Review GP-03</u></b> Board Planning Cycle & Agenda Control <b><u>Review GP-12</u></b> Board Linkage with External Organizations	<b><u>Monitor EL-12</u></b> Land Use (VALENTE) <b><u>Monitor GP-02</u></b> Board Job Contributions <b><u>Monitor GP-04</u></b> Role of Board Chair <b><u>Monitor GP-10</u></b> Investment in Governance <b><u>Monitor BCD-00</u></b> Global Board Management Delegation
May 12, 2025	<b><u>Review EL-03</u></b> Planning <b><u>Review GP-09</u></b> Board Code of Conduct <b><u>Review EL-13</u></b> Use of Artificial Intelligences & Machine Learning	<b><u>Monitor EL-05</u></b> Asset Protection (GLOBOKER) <b><u>Monitor EL-06</u></b> Investments (GLOBOKER) <b><u>Monitor BCD-05</u></b> CEO Succession <b><u>Monitor GP-03</u></b> Board Planning Cycle & Agenda Control <b><u>Monitor GP-12</u></b> Board Linkage with External Organizations
June 9, 2025	<b><u>Review EL-00</u></b> General Executive Limitations <b><u>Review EN-01</u></b> ENDS (#1-3)	<b><u>Monitor EL-03</u></b> Planning (GLOBOKER) <b><u>Monitor GP-09</u></b> Board Code of Conduct <b><u>Monitor EL-13</u></b> Use of Artificial Intelligences & Machine Learning



## **BOARD OF TRUSTEES PROCESS**

**Process Type:** Board Governance

**Process Title:** Policy Review

**Date Adopted:** 06.12.23

**Version:** 2.0

**Date Last Reviewed:** 09.09.24

**Reviewing Committee:** Board of Trustees

**To assist the full Board of Trustees in their work of annual policy reviews, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review.**

**Via this pre-review, Trustees will offer recommendations for amendments (or lack thereof) to their assigned policies at the respective Board meeting at which the policy is up for review, for the consideration of the full Board.**

### **Procedural Steps:**

1. Annually at the June Board Meeting, Trustees will discuss the specific policies they will pre-review for the upcoming fiscal year via the attached schedule.
2. At least two (2) Board members may be assigned to the pre-review for any given policy.
3. Trustees will offer their recommendations for amendments (or lack thereof) to the full Board via the Board packet prior to the Board meeting at which the policy is up for review.
4. The Chief of Staff will assist in coordinating pre-review meetings as requested. The recommendation is to conduct the initial review of assigned policies one month in advance of the Board meeting at which recommendations are scheduled to be presented to the full Board. This initial review could take place prior to a Board meeting dinner.
5. Pre-review meetings will include the participation of the CGO, CEO, and/or other Policy Governance consultant.
6. Annually, policy review allocations will be shifted to allow Trustee teams to review different policies each year.

<b>FY 2025 Board Meeting Date</b>	<b>Policy Reviews Due</b>	<b>Trustees Responsible for Recommendations</b>
<b>August 12, 2024</b>	<b><u>Bylaws</u></b>	Trustee Donna Lake Trustee Chris Simpson
	<b><u>BCD-03</u></b> Delegation to CEO	Trustee Donna Lake Trustee Chris Simpson
	<b><u>BCD-04</u></b> Monitoring CEO Performance	Trustee Donna Lake Trustee Chris Simpson
<b>September 9, 2024</b>	<b><u>EL-01</u></b> Treatment of Learners	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>EL-02</u></b> Treatment of Staff	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>BCD-01</u></b> Unity of Control	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-05</u></b> Role of Vice Chair	Trustee Phil Hoffman Vice-Chair Sheila Patterson
	<b><u>GP-08</u></b> Board & Committee Expenses	Trustee Phil Hoffman Vice-Chair Sheila Patterson
<b>October 14, 2024</b>	<b><u>EL-04</u></b> Financial Conditions & Activities	Trustee Donna Lake Trustee Chris Simpson
	<b><u>EL-08</u></b> Communication & Support to the Board	Trustee Donna Lake Trustee Chris Simpson
<b>November 4, 2024</b>	<b><u>EL-09</u></b> Organization Culture	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>EL-07</u></b> Compensation & Benefits	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-13</u></b> Special Rules of Order	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>BCD-02</u></b> Accountability of the CEO	Trustee Teshna Thomas Trustee Matt Heins
<b>January 13, 2025</b>	<b><u>EL-10</u></b> Access to Education	Vice-Chair Donna Lake Trustee Chris Simpson
	<b><u>GP-14</u></b> Handling Operational Complaints	Vice-Chair Donna Lake Trustee Chris Simpson

	<b><u>GP-11</u></b> Linkage with Ownership	Vice-Chair Donna Lake Trustee Chris Simpson
	<b><u>GP-15</u></b> Handling Alleged Policy Violations	Vice-Chair Donna Lake Trustee Chris Simpson
February 17, 2025	<b><u>EL-11</u></b> Entrepreneurial Activity	Trustee Phil Hoffman Trustee Danielle Mackey
	<b><u>EL-13</u></b> Use of Artificial Intelligences and Machine Learning	Trustee Phil Hoffman Trustee Danielle Mackey
	<b><u>GP-01</u></b> Governing Style	Trustee Phil Hoffman Trustee Danielle Mackey
	<b><u>BCD-06</u></b> CEO Compensation	Trustee Phil Hoffman Trustee Danielle Mackey
	<b><u>GP-00</u></b> Governance Commitment	Trustee Phil Hoffman Trustee Danielle Mackey
March 10, 2025	<b><u>EL-12</u></b> Land Use	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-02</u></b> Board Job Contributions	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-04</u></b> Role of Board Chair	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>GP-10</u></b> Investment in Governance	Trustee Teshna Thomas Trustee Matt Heins
	<b><u>BCD-00</u></b> Global Board Management Delegation	Trustee Teshna Thomas Trustee Matt Heins
April 14, 2025	<b><u>EL-05</u></b> Asset Protection	Vice-Chair Donna Lake Trustee Chris Simpson
	<b><u>EL-06</u></b> Investments	Vice-Chair Donna Lake Trustee Chris Simpson
	<b><u>BCD-05</u></b> CEO Succession	Vice-Chair Donna Lake Trustee Chris Simpson

	<b><u>GP-03</u></b> Board Planning Cycle & Agenda Control	<b>Vice-Chair Donna Lake Trustee Chris Simpson</b>
	<b><u>GP-12</u></b> Board Linkage with External Organizations	<b>Vice-Chair Donna Lake Trustee Chris Simpson</b>
<b>May 12, 2025</b>	<b><u>EL-03</u></b> Planning	<b>Trustee Phil Hoffman Trustee Danielle Mackey</b>
	<b><u>EL-13</u></b> Use of Artificial Intelligences and Machine Learning	<b>Trustee Phil Hoffman Trustee Danielle Mackey</b>
	<b><u>GP-09</u></b> Board Code of Conduct	<b>Trustee Phil Hoffman Trustee Danielle Mackey</b>
<b>June 9, 2025</b>	<b><u>EL-00</u></b> General Executive Limitations	<b>Trustee Teshna Thomas Trustee Matt Heins</b>
	<b><u>EN-01 (#1-3)</u></b> ENDS	<b>Trustee Teshna Thomas Trustee Matt Heins</b>



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

**TO:** Jackson College Board of Trustees

**FROM:** Dr. Daniel J. Phelan, President

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Monitoring Board Performance

9.1 GP-11 Board Linkage with Ownership – Board Survey Review

**BOARD POLICY:** GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

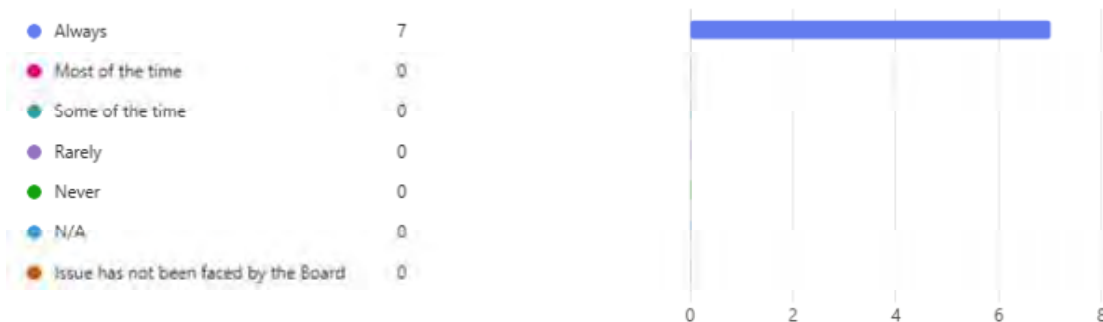
### BOARD SELF-MONITORING SURVEY RESULTS: GP-11 Board Linkage with Ownership DATE: 02.10.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

*The Owners of Jackson College are defined as the citizens of Jackson County. The Jackson College Board of Trustees shall be accountable for the organization to its Owners as a whole. Trustees shall act on behalf of the Owners as a whole, rather than being advocates for specific geographic areas, individuals, ethnic groups or other interest groups.*

**Have we acted consistently with this item of policy?**

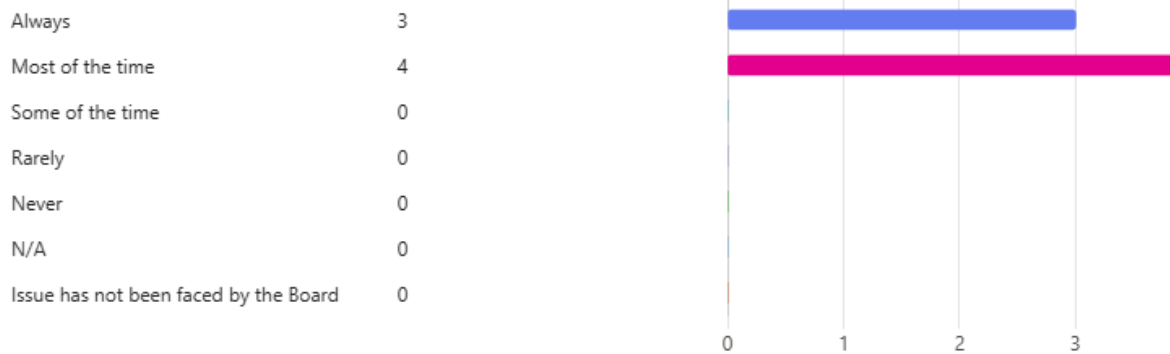


3. Provide specific representative examples to support your above response when applicable.

Σ N/A

4. *1.0: When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, of the College's mission and services, as well as their obligation to speak for others as a representative of the Owners as a whole. As the agents of the Owners, the Board is obligated to identify and know what the Owners want and need from a strategic, long-term perspective.*

**Have we acted consistently with this item of policy?**

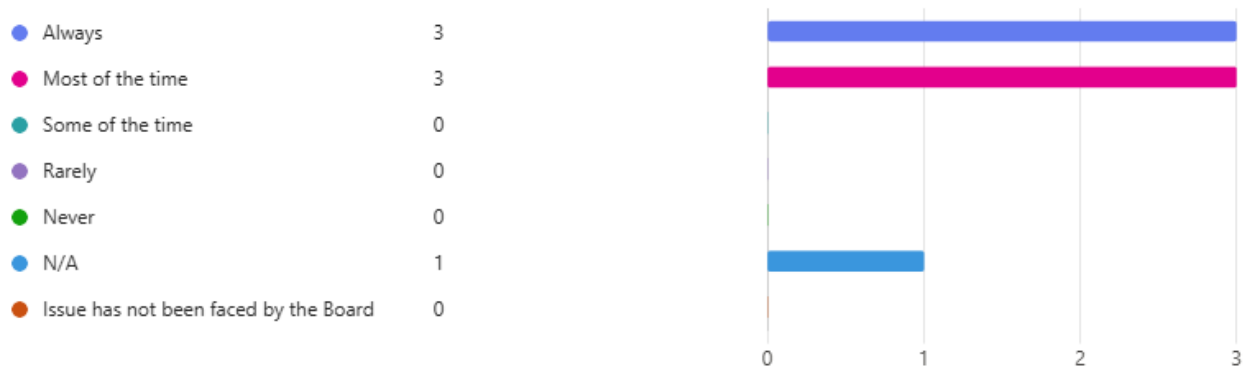


5. Provide specific representative examples to support your above response when applicable.

Σ N/A

6. **2.0: The Board shall gather data in a way that reflects the diversity of the Ownership. It shall meet with, gather input from, and otherwise interact with Owners in order to understand the diversity of their values and perspectives.**

**Have we acted consistently with this item of policy?**

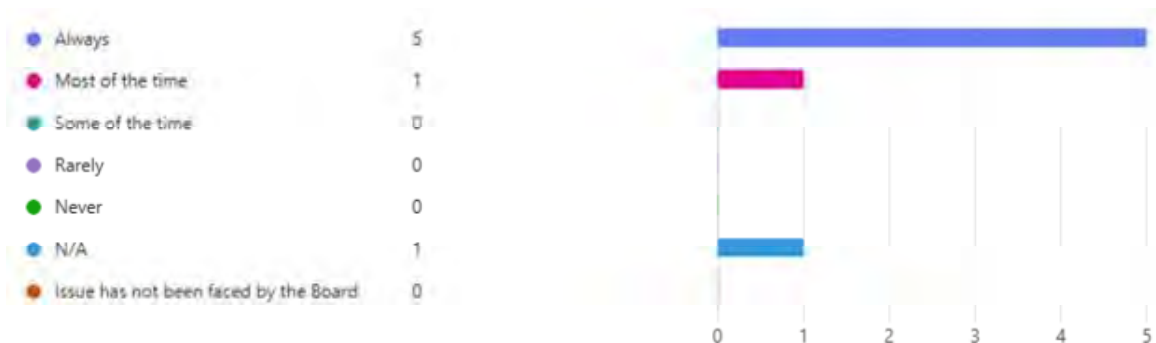


7. Provide specific representative examples to support your above response when applicable.

Σ "I believe this has been put on hold; I think we still need to revisit"

8. **3.0: The Board will establish and maintain a three-year Ownership Linkage planning cycle, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the Owners, primarily around the organization's Ends. The plan will include selection of representative Owners for dialogue, methods to be used, and questions to be asked of the Owners. The information obtained from this dialogue with Owners will be used to inform the Board's policy deliberations.**

**Have we acted consistently with this item of policy?**

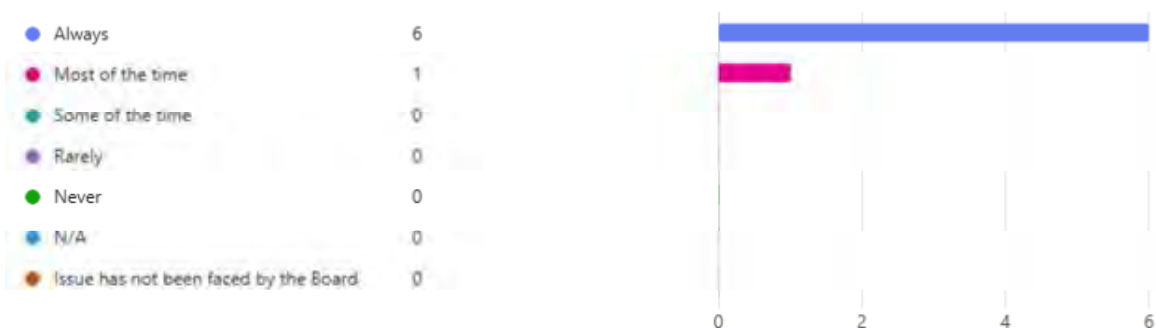


9. Provide specific representative examples to support your above response when applicable.

Σ N/A

10. **3.1: All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.**

**Have we acted consistently with this item of policy?**



11. Provide specific representative examples to support your above response when applicable.

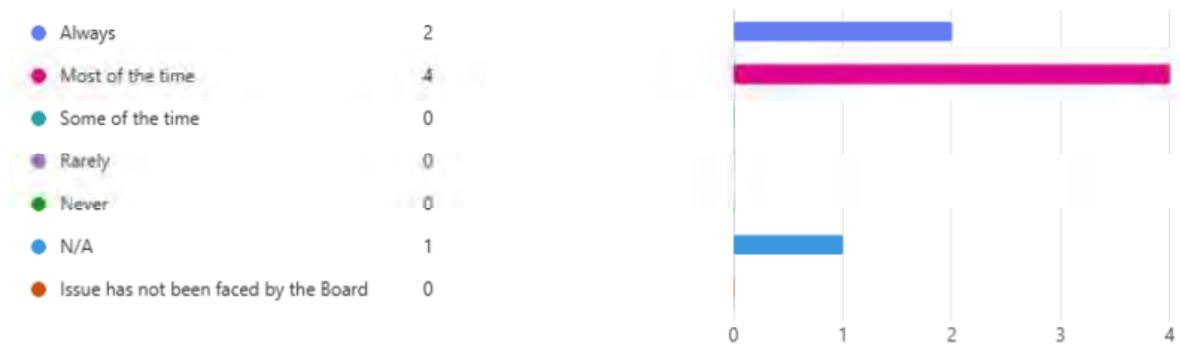
Σ N/A

12. **4.0: The Board will consider its Ownership linkage successful if, to a continually increasing degree:**

- Σ **When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.**
- Σ **The Owners are aware that the Board is interested in their perspective, as Owners and not as customers.**

- Σ *If asked, the Owners would say that they have had opportunity to let the Board know their views.*
- Σ *The Owners are aware of how the Board has used the information they provided.*
- Σ *The outcomes of the deliberations with the Owners are policy related matters rather than operational or customer-based matters.*

**Have we acted consistently with this item of policy?**



13. Provide specific representative examples to support your above response when applicable.

Σ *"I'm not sure if this holds true or not..."*

14. Other Board Comments:

Σ N/A



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

**TO:** Jackson College Board of Trustees

**FROM:** Dr. Daniel J. Phelan, President

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Monitoring Board Performance

9.2 GP-13 Special Rules of Order – Board Survey Review

**BOARD POLICY:** GOVERNANCE PROCESS: GP-13 Special Rules of Order

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS: GP-13 Special Rules of Order DATE: 01.08.25

1. *Number of Responses: 7*

2. *Policy opening statement:*

*The Jackson College Board of Trustees meetings will be conducted in an orderly, effective process, led and defined by the Board Chair/Chief Governance Officer (CGO).*

**Have we acted consistently with this item of policy?**



3. Provide specific representative examples to support your above response when applicable.

Σ N/A

4. *1.0 All by-law obligations respecting Board meetings must be satisfied.*

**Have we acted consistently with this item of policy?**

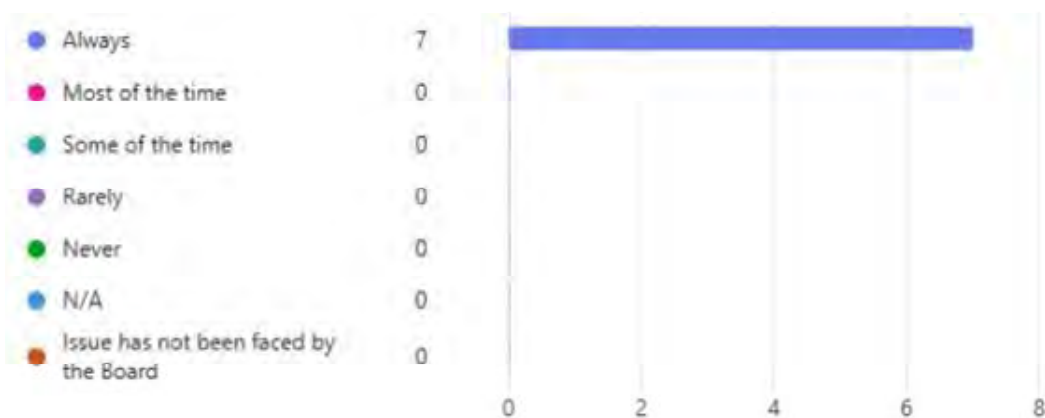


5. Provide specific representative examples to support your above response when applicable.

Σ N/A

6. **2.0 Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.**

**Have we acted consistently with this item of policy?**

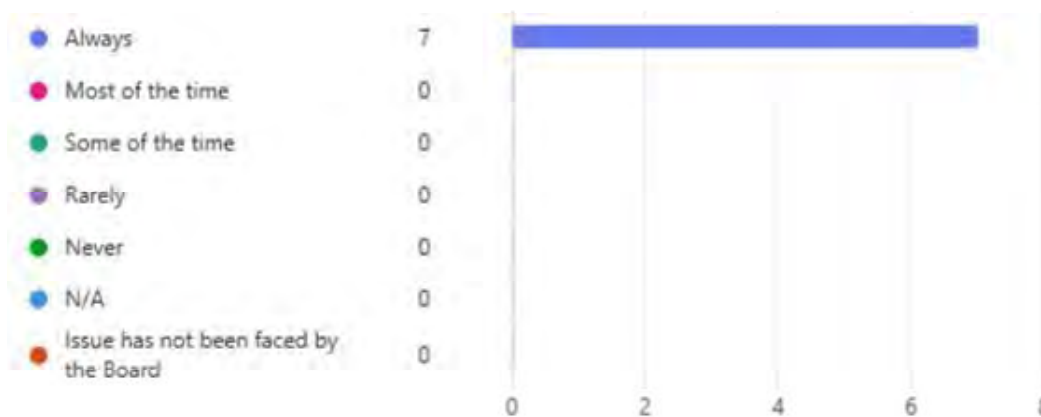


7. Provide specific representative examples to support your above response when applicable.

Σ N/A

8. **3.0 Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda, unless otherwise approved by a majority vote of the Board.**

**Have we acted consistently with this item of policy?**

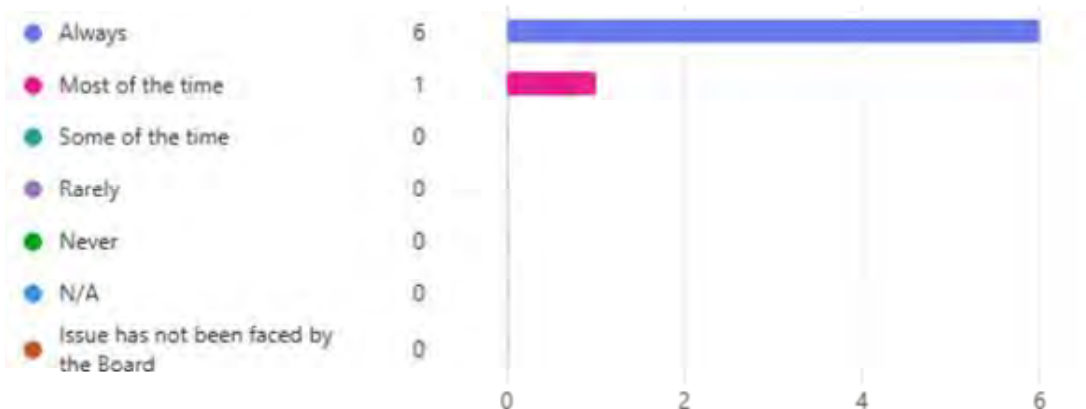


9. Provide specific representative examples to support your above response when applicable.

Σ N/A

10. **4.0 Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.**

**Have we acted consistently with this item of policy?**

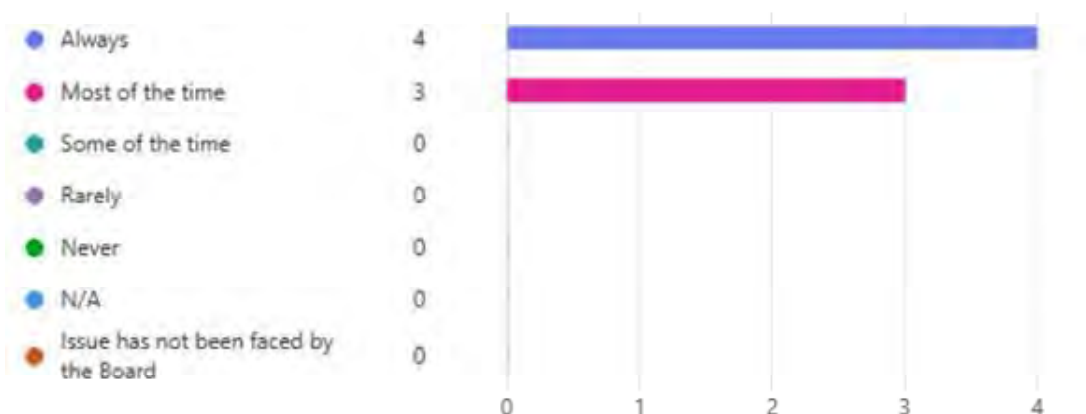


11. Provide specific representative examples to support your above response when applicable.

Σ N/A

12. **5.0 Trustees must keep their comments relevant to the issue under consideration.**

**Have we acted consistently with this item of policy?**

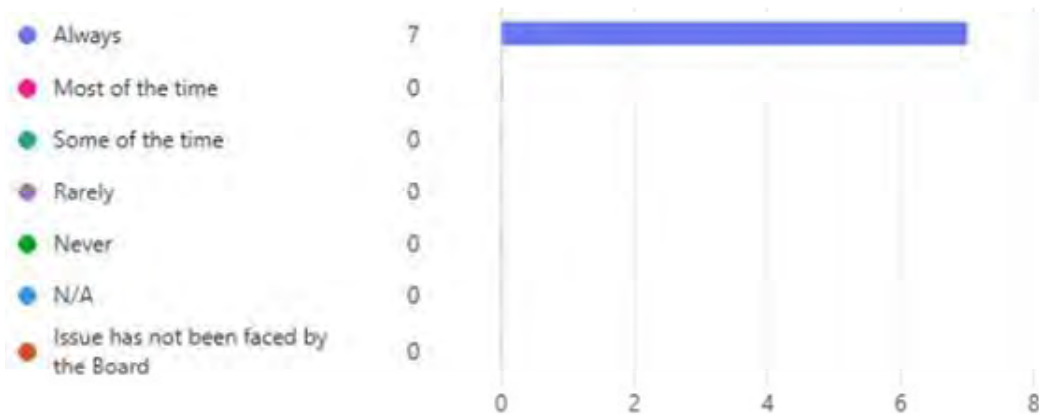


13. Provide specific representative examples to support your above response when applicable.

Σ N/A

14. **6.0 Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.**

**Have we acted consistently with this item of policy?**

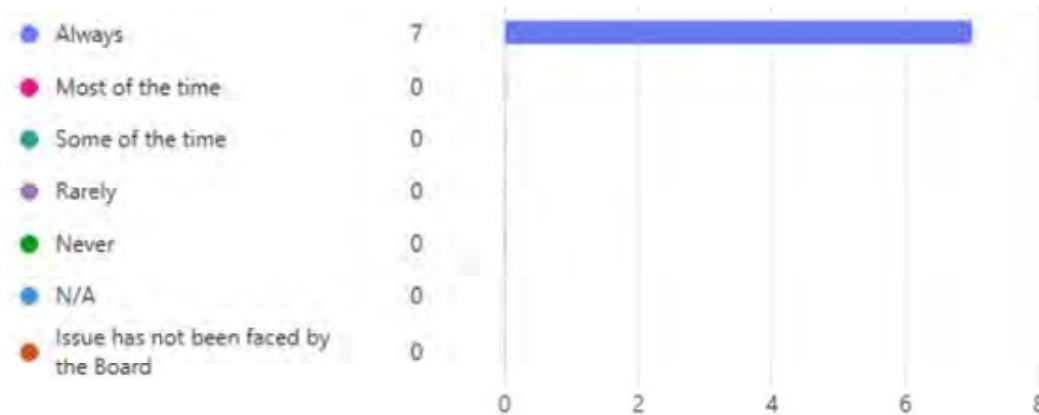


15. Provide specific representative examples to support your above response when applicable.

Σ N/A

16. **7.0 Proposals that the Board take action, or decide a particular matter, shall be made by main motion of a Trustee, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.**

**Have we acted consistently with this item of policy?**

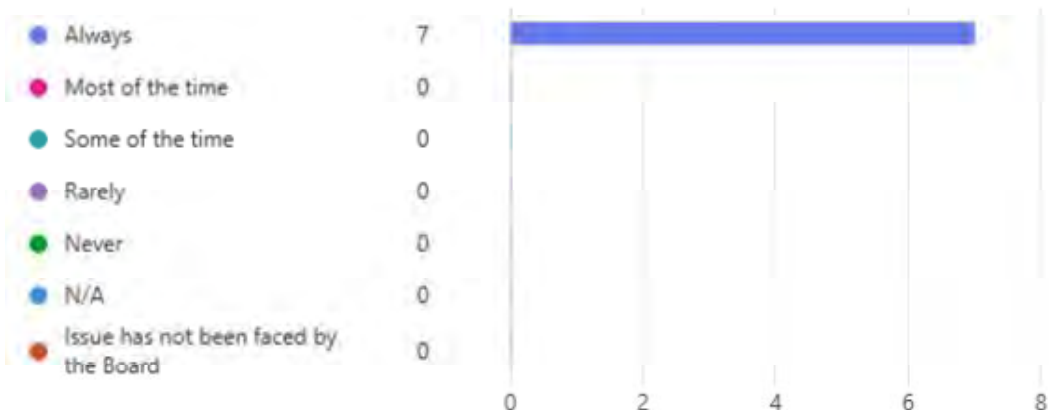


17. Provide specific representative examples to support your above response when applicable.

Σ N/A

18. **7.1 The Chair may, to the same extent as any Board member, make motions, engage in debate, or vote on any matter to be decided.**

**Have we acted consistently with this item of policy?**

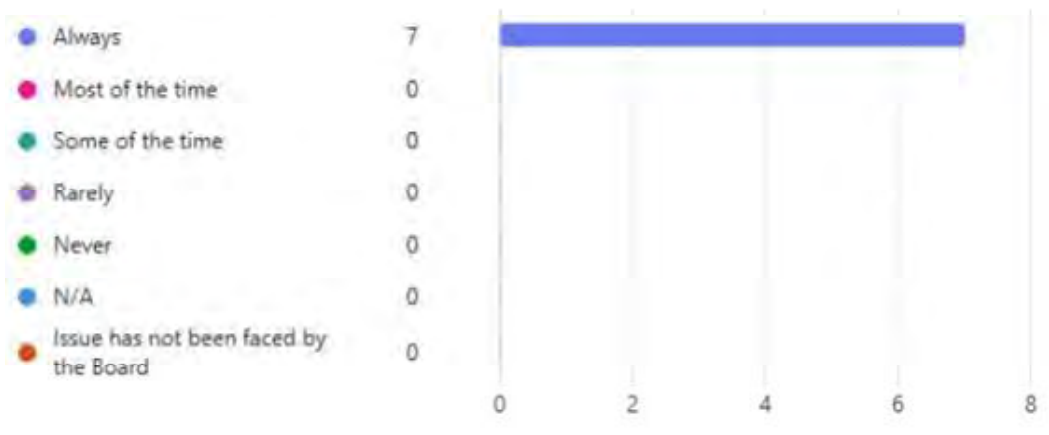


19. Provide specific representative examples to support your above response when applicable.

Σ N/A

20. **7.2 A motion to amend a main motion may be amended, but third level amendments are out of order.**

**Have we acted consistently with this item of policy?**

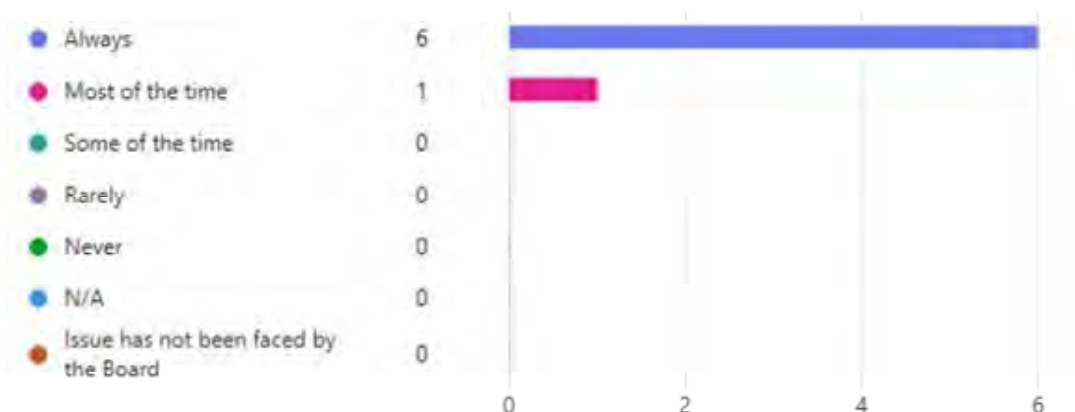


21. Provide specific representative examples to support your above response when applicable.

Σ “Yes as a strict rule of interpretation but ultimately may depend on how the chair decides to deal with the amendment if is “friendly” or not, for example.”

22. **7.3 A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.**

**Have we acted consistently with this item of policy?**

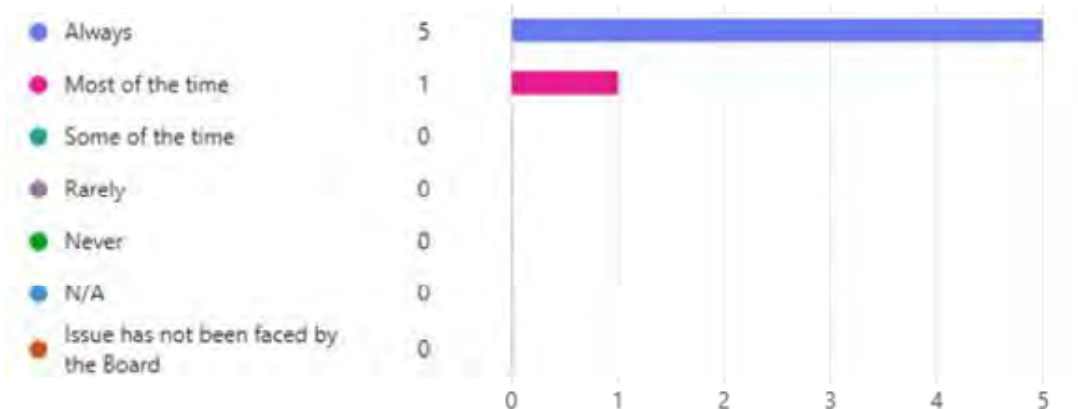


23. Provide specific representative examples to support your above response when applicable.

Σ N/A

24. **8.0 Trustees may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.**

**Have we acted consistently with this item of policy?**

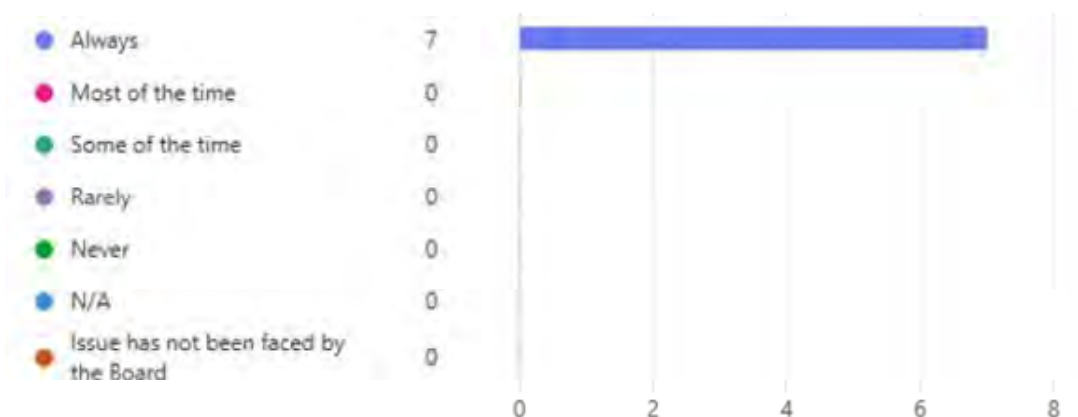


25. Provide specific representative examples to support your above response when applicable.

Σ N/A

26. **9.0 A vote on a motion shall be taken when discussion ends but any Trustee may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.**

**Have we acted consistently with this item of policy?**

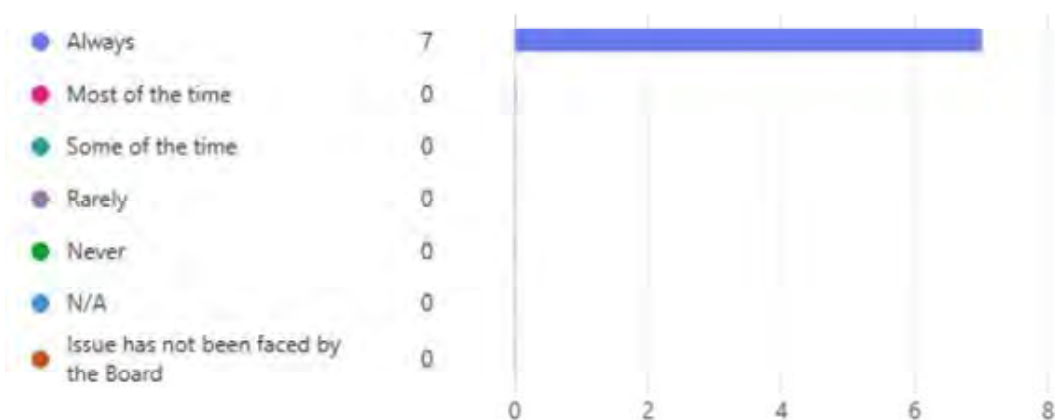


27. Provide specific representative examples to support your above response when applicable.

Σ "According to Robert's Rule or Order."

28. **10.0 A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.**

**Have we acted consistently with this item of policy?**

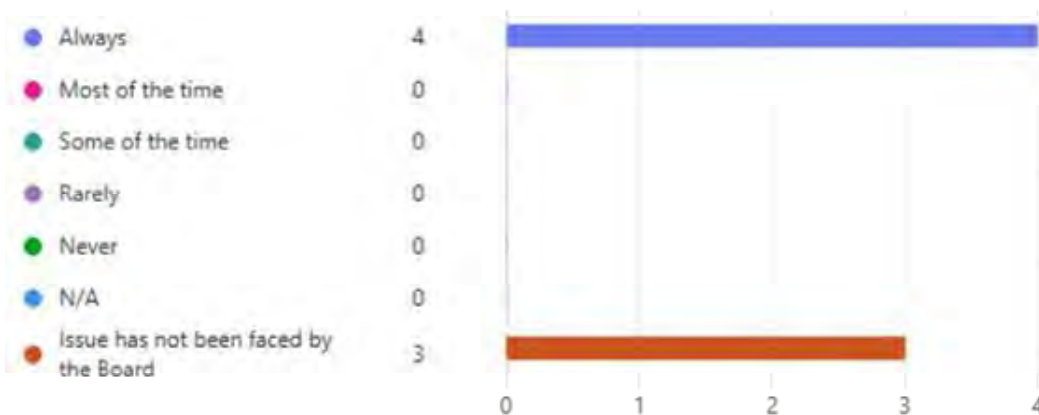


29. Provide specific representative examples to support your above response when applicable.

Σ N/A

30. **10.1 A decision to discontinue the Board's use of Policy Governance can occur only by a supermajority (i.e., Two-thirds) vote of the entire Board (i.e., Five members of the Board).**

**Have we acted consistently with this item of policy?**

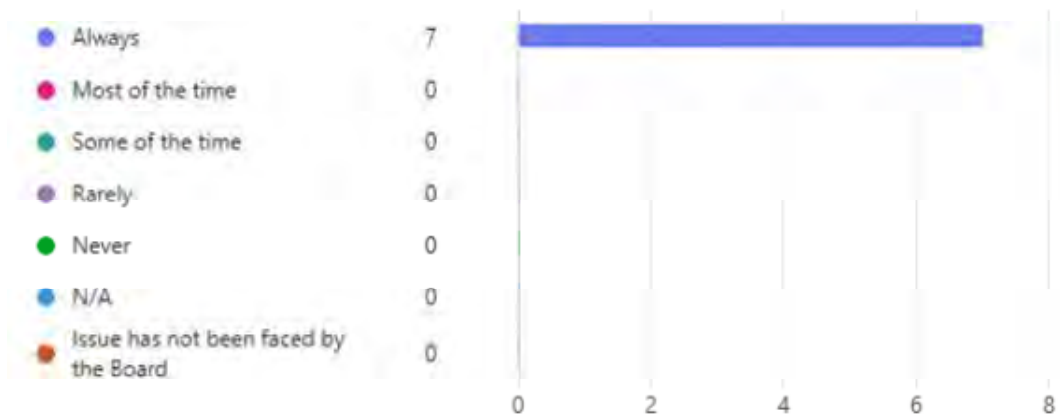


31. Provide specific representative examples to support your above response when applicable.

Σ N/A

32. **11.0 Board decisions about policies and revisions to policies will be considered first by the Board members assigned for pre-review of the policies, with the second reading occurring during the actual Board meeting. If approved, it has immediate effect.**

**Have we acted consistently with this item of policy?**

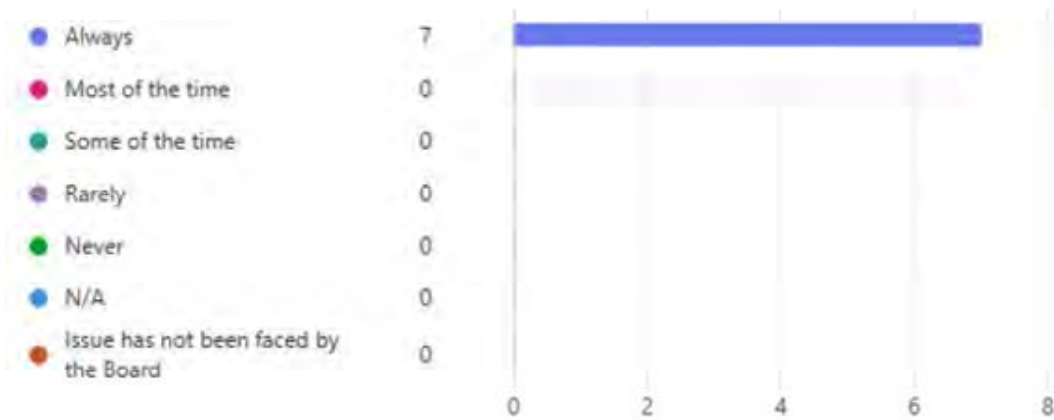


33. Provide specific representative examples to support your above response when applicable.

Σ "Unless otherwise noted."

34. **12.0 A motion to adjourn a Board meeting may be offered by any Trustee or, on the conclusion of all business, adjournment of the meeting may be declared by the Board Chair.**

**Have we acted consistently with this item of policy?**

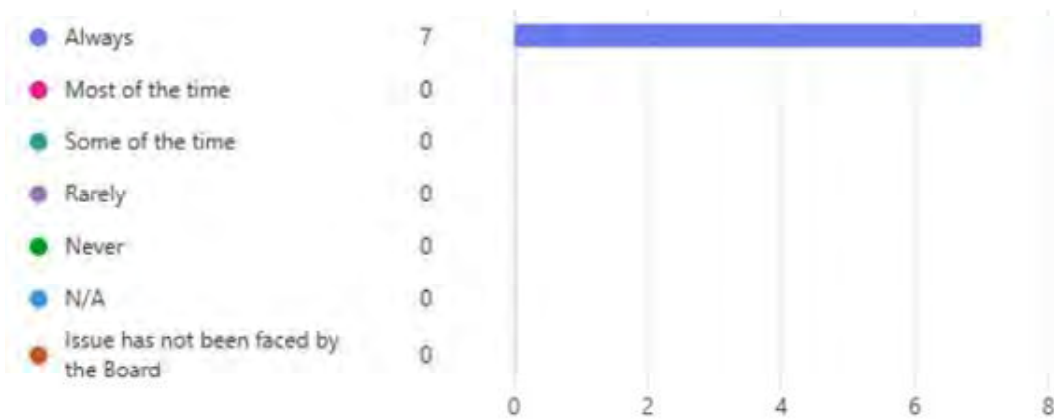


35. Provide specific representative examples to support your above response when applicable.

Σ N/A

36. **13.0 A Trustee may request to have his or her vote on the record.**

**Have we acted consistently with this item of policy?**

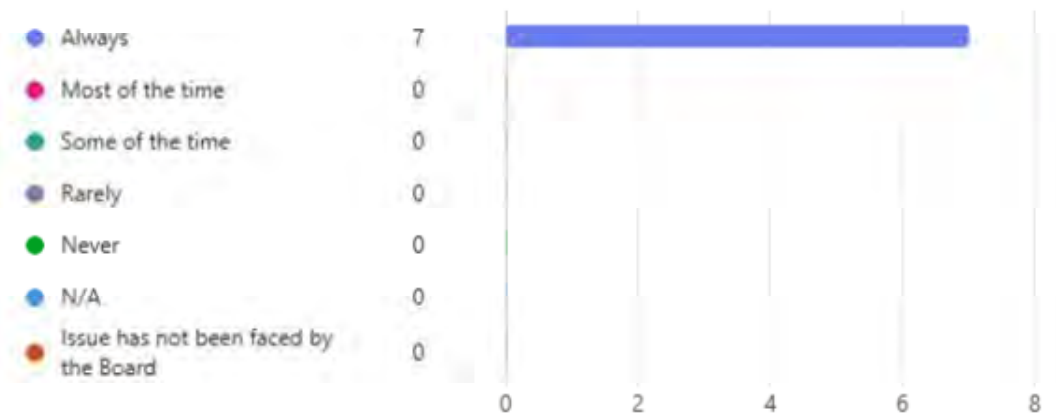


37. Provide specific representative examples to support your above response when applicable.

Σ *“Every Trustee has the right to have their No Vote explained on the record.”*

38. *14.0 When further rules of order are to be developed by the Board, the Board will consider Robert's Rules of Order for Small Boards & Assemblies as a resource guide.*

Have we acted consistently with this item of policy?



39. Provide specific representative examples to support your above response when applicable.

Σ N/A

40. **Other Board Comments:**

Σ N/A



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Monitoring Board Performance

9.3 GP-14 Handling Operational Complaints – Board Survey Review

**BOARD POLICY:** GOVERNANCE PROCESS: GP-14 Handling Operational Complaints

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

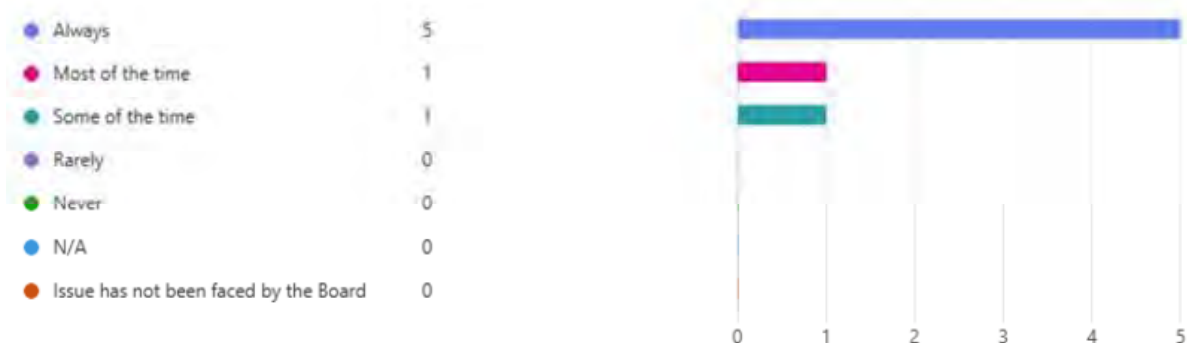
### BOARD SELF-MONITORING SURVEY RESULTS: GP-14 Handling Operational Complaints DATE: 02.10.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

*To ensure that the Jackson College Board of Trustees fulfils its accountability to the Ownership, but does not interfere in matters it has delegated to the CEO, the following process shall be followed in the case of a Trustee receiving a complaint regarding an operational matter.*

**Have we acted consistently with this item of policy?**

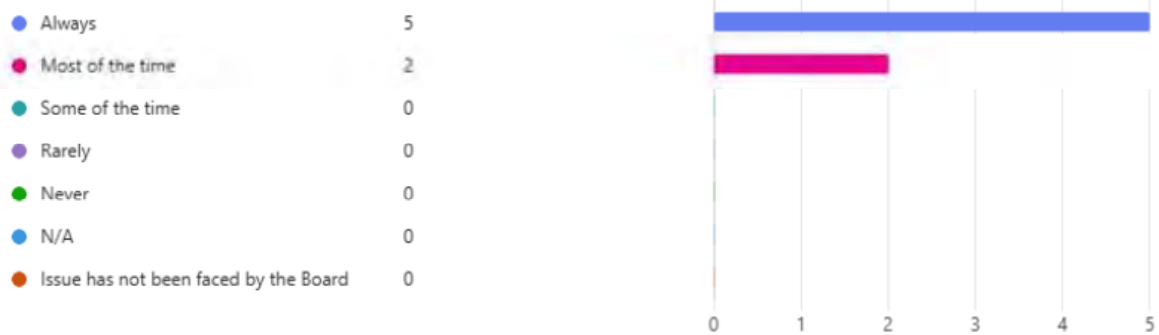


3. Provide specific representative examples to support your above response when applicable.

Σ N/A

4. *1.0 The Trustee shall inquire to the CEO if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Trustee shall take no further action.*

**Have we acted consistently with this item of policy?**

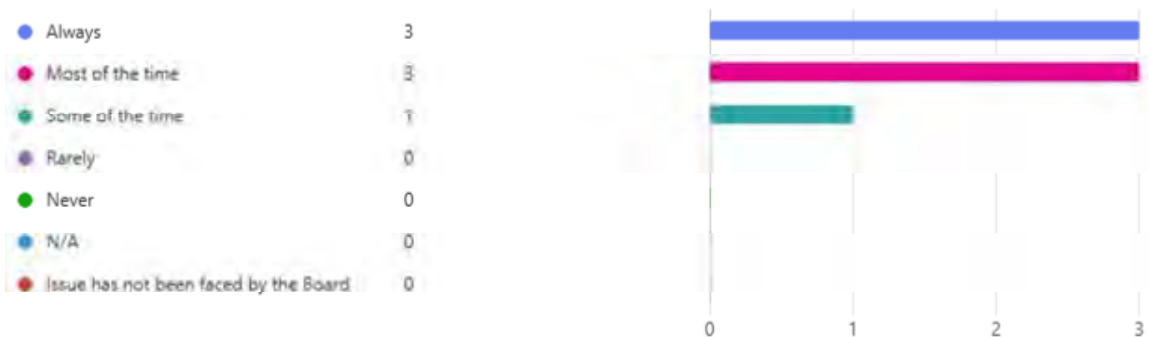


5. Provide specific representative examples to support your above response when applicable.

Σ N/A

6. ***2.0: The Trustee shall not offer any evaluative comments or solutions to the individual bringing the concern.***

**Have we acted consistently with this item of policy?**

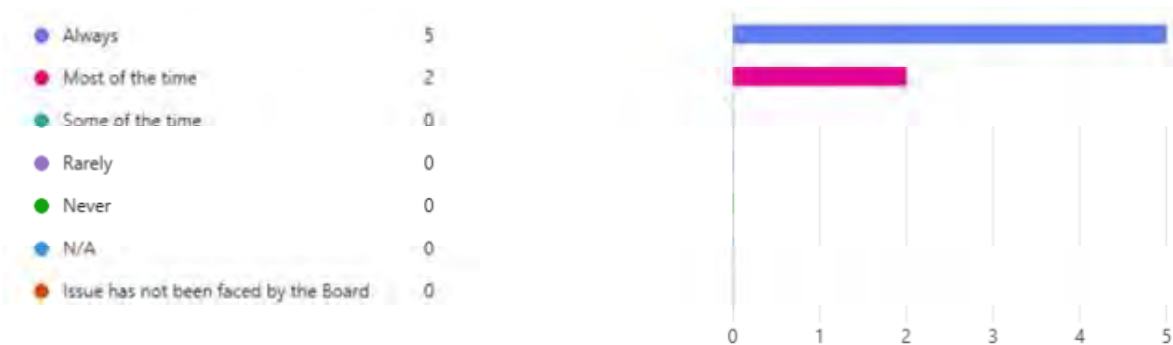


7. Provide specific representative examples to support your above response when applicable.

Σ N/A

8. ***3.0: If the internal protocol has been followed and the concern has not been resolved through that action, the Trustee may explain to the individual that the Board has delegated certain responsibilities to the CEO, and that the Board holds the President accountable. Indicate that the CEO will be asked to ensure that the matter is looked into and respond directly or through a delegate. The CEO will follow up with the Trustee regarding the outcome of the matter with the individual.***

Have we acted consistently with this item of policy?



9. Provide specific representative examples to support your above response when applicable.

Σ N/A

10. Other Board Comments:

Σ *"I CAN ONLY SPEAK FOR MYSELF BUT I HAVE OBSERVED SITUATIONS IN WHICH VIOLATIONS SOME OF THE ABOVE MENTIONED POLICIES HAVE OCCURRED."*



**BOARD OF TRUSTEES MEETING**  
**Action & Information Report**  
 Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Monitoring Board Performance

9.4 GP-15 Handling Alleged Policy Violations – Board Survey Review

**BOARD POLICY:** GOVERNANCE PROCESS: GP-15 Handling Alleged Policy Violations

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

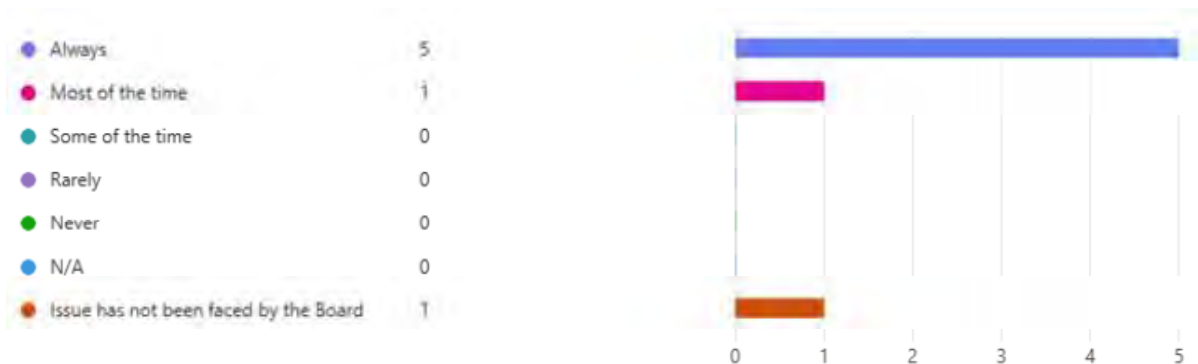
### BOARD SELF-MONITORING SURVEY RESULTS: GP-15 Handling Alleged Policy Violations DATE: 02.10.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

*The Board as a whole, has responsibility to regularly monitor the performance of the CEO as outlined in the policies on Board-CEO Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.*

**Have we acted consistently with this item of policy?**



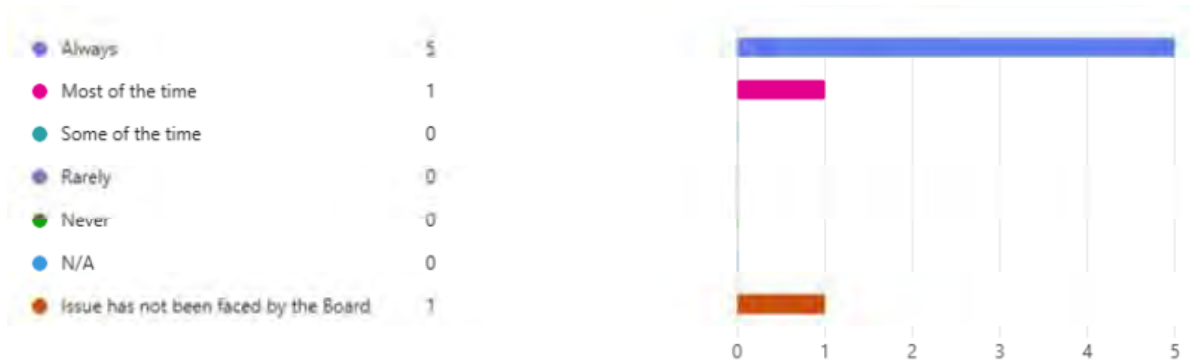
3. Provide specific representative examples to support your above response when applicable.

Σ N/A

4. *1.0: Conditions which may trigger a request for monitoring beyond the normal schedule may include:*

- Σ *A Trustee has been contacted regarding a complaint by a member of the Ownership, and in the Trustee's opinion the incident appears to be a potential Board policy violation.*
- Σ *One or more Trustees receive complaints or become aware of a pattern of similar instances that, taken together, raise questions of general policy violation.*
- Σ *A single incident of complaint is of a nature that, regardless of how it is resolved, there is a serious question of policy violation.*

**Have we acted consistently with this item of policy?**



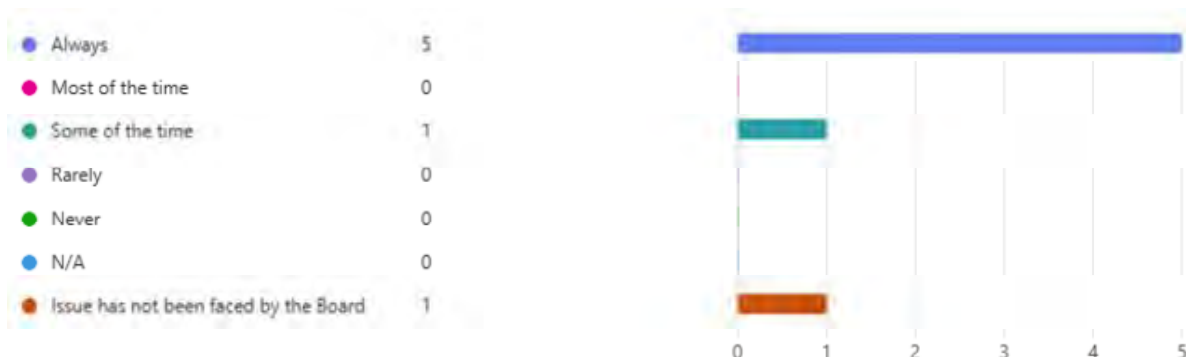
5. Provide specific representative examples to support your above response when applicable.

Σ N/A

6. **2.0: If any of the above conditions exist:**

- Σ *The Trustee shall inform the Board Chair of the situation.*
- Σ *If the alleged situation presents a material level of risk to the organization, the Board Chair shall call a special meeting of the Board as soon as practical and the Board shall determine if (a) it needs to seek legal counsel, and/or (b) engage an external, qualified, independent third party.*
- Σ *If the alleged situation does not present a sufficient level of risk for the above process, the Board Chair shall request the CEO to provide to the Board his or her interpretation of the policy, or the relevant parts of the policy, along with rationale for why the interpretation should be considered reasonable.*
- Σ *The Board shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy, or whether to request an opinion regarding the reasonableness from a qualified, external, disinterested third party.*
- Σ *The Board shall determine whether to request evidence of compliance with the interpretation from the CEO or a qualified, external, disinterested third party.*
- Σ *The Board as a whole shall determine whether the CEO's interpretation falls within any reasonable interpretation of the policy.*

**Have we acted consistently with this item of policy?**

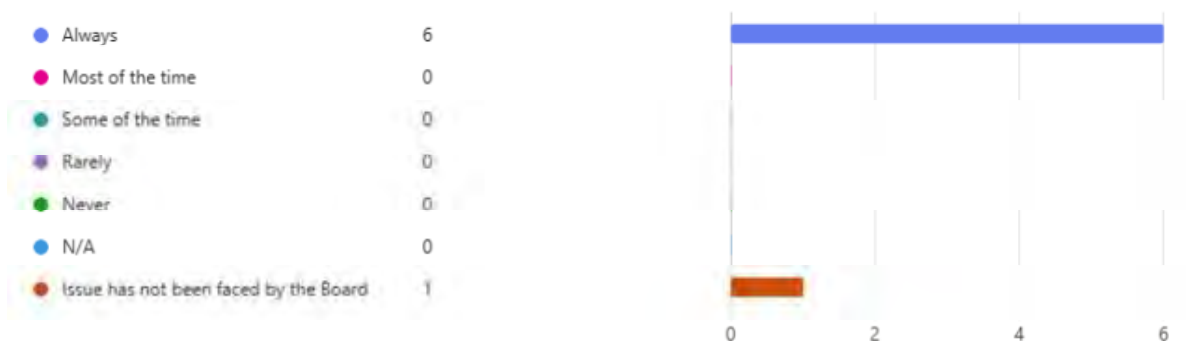


7. Provide specific representative examples to support your above response when applicable.

Σ N/A

8. **3.0: If the CEO's interpretation is assessed by the Board to be reasonable, and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. The CEO will handle the issue.**

**Have we acted consistently with this item of policy?**

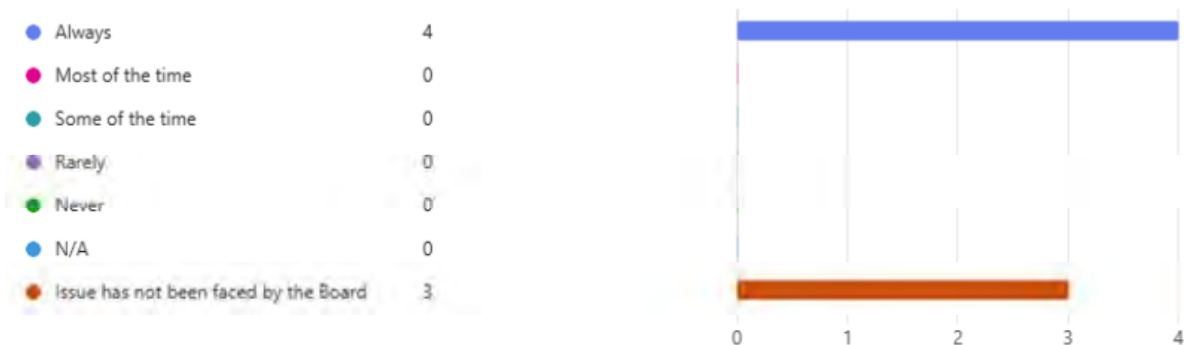


9. Provide specific representative examples to support your above response when applicable.

Σ N/A

10. **4.0: If the CEO's interpretation is assessed by the Board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and address the CEO regarding performance.**

**Have we acted consistently with this item of policy?**



11. Provide specific representative examples to support your above response when applicable.

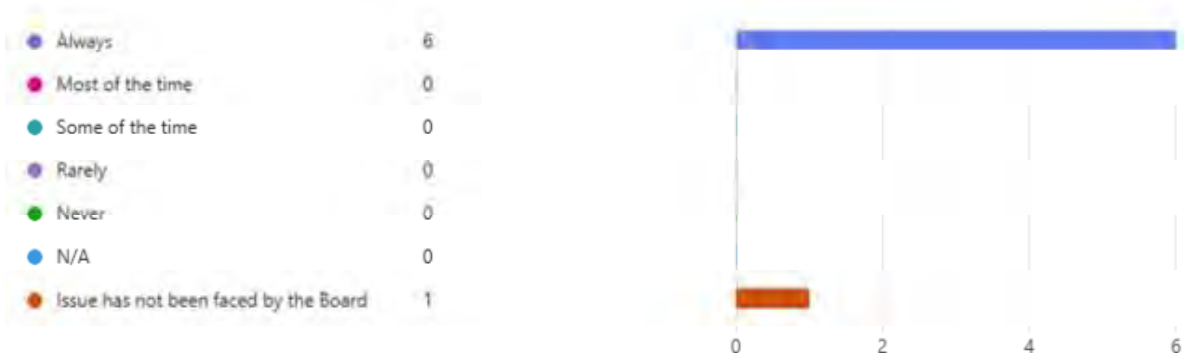
Σ N/A

12. **5.0: If the incident(s) in question do(es) not appear to be a potential violation of policy:**

Σ *The Trustee should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.*

Σ *If the Trustee considers that a policy amendment should be made, the Board member should ask the Board Chair to put them on the next agenda.*

**Have we acted consistently with this item of policy?**



13. Provide specific representative examples to support your above response when applicable.

Σ N/A

14. Other Board Comments:

Σ N/A


**BOARD OF TRUSTEES MEETING**
**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**
***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

9.0 Monitoring Board Performance

9.5 BCD-02 Accountability of CEO – Board Survey Review

**BOARD POLICY:** BOARD-CEO DELEGATION: BCD-02 Accountability of CEO

**Description:**

As part of Policy Governance practice, the Board completes a Self-Evaluation Survey of Governance Process and Board CEO Delegation policies following the month the respective policy is reviewed.

The intention is effort to assist Members in assessing the Board's compliance with Governance Process and Board CEO Delegation policies. The Board Chair will lead discussion at the meeting to consider aggregate responses from members and insights obtained from the compilation, relative to amending the policy in question, as well as points for consideration in future policy development and review.

Enclosed are the results to help guide the board's discussion.

**Resource Impact:**

None

**Requested Board Action:**

Review of the results to determine compliance with policy statements and any changes that might be needed.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



## Jackson College Board of Trustees

### BOARD SELF-MONITORING SURVEY RESULTS:

BCD - 02

Accountability of the CEO

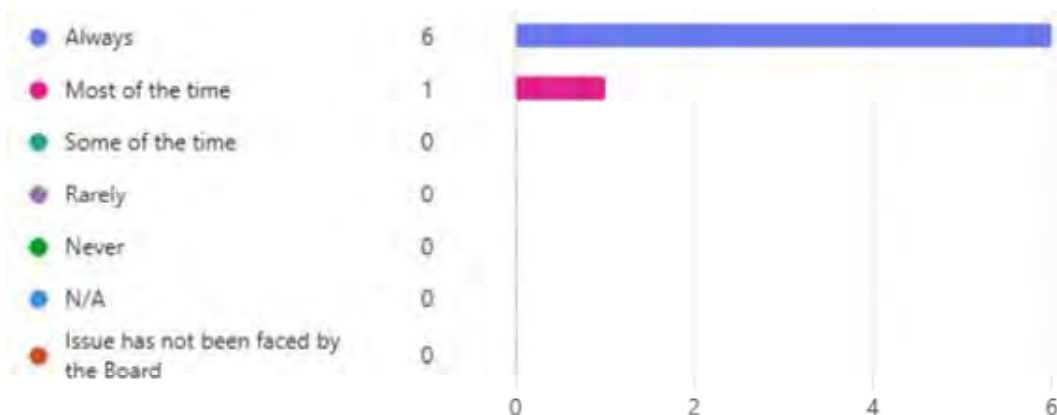
DATE: 01.08.25

1. *Number of Responses: 7*

2. *Policy opening statement:*

*The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.*

Have we acted consistently with this item of policy?

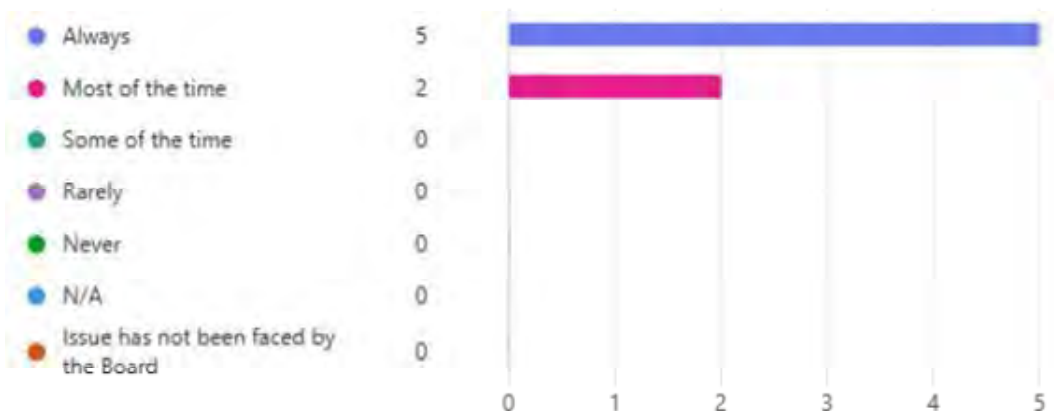


3. Provide specific representative examples to support your above response when applicable.

Σ N/A

4. *1.0: The Board will never give instructions to persons who report directly or indirectly to the CEO.*

Have we acted consistently with this item of policy?

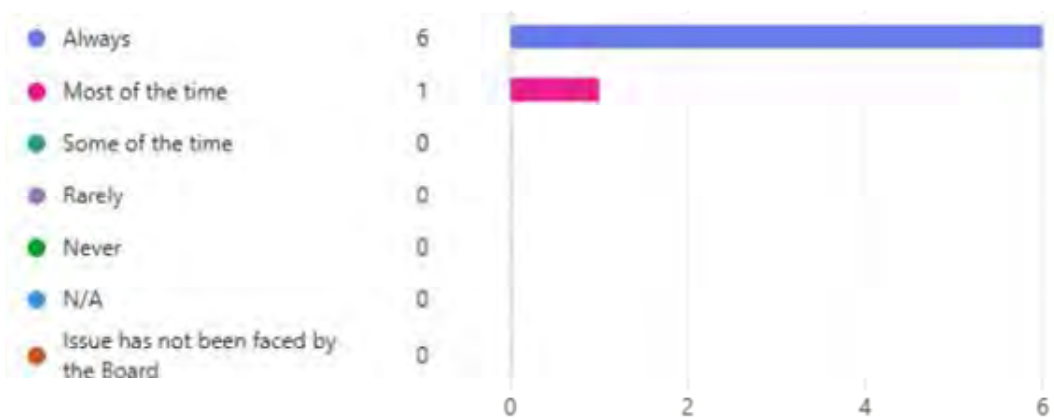


5. Provide specific representative examples to support your above response when applicable.

Σ N/A

6. **2.0: The Board will refrain from evaluating, either formally or informally, any staff other than the CEO.**

**Have we acted consistently with this item of policy?**

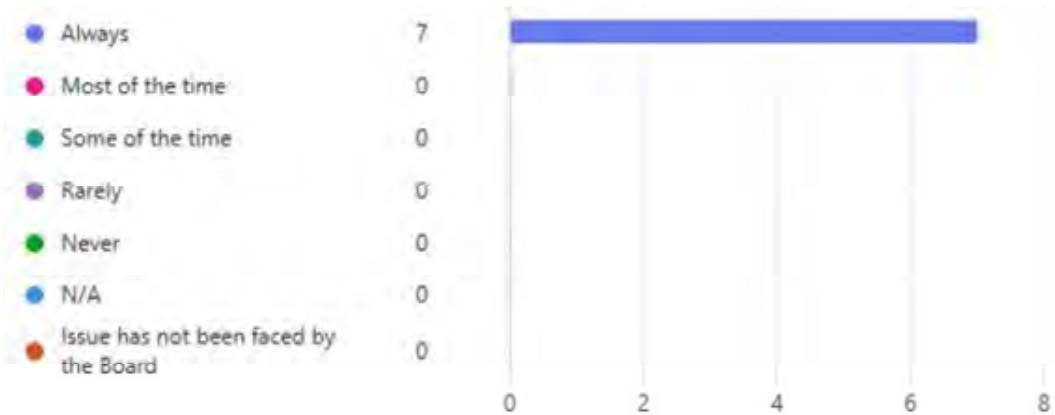


7. Provide specific representative examples to support your above response when applicable.

Σ N/A

8. *3.0: Since the CEO is accountable for operational achievement, the Board will view CEO performance as identical to organizational performance. Therefore, the CEO’s job description is to accomplish a reasonable interpretation of Board-stated Ends and comply with a reasonable interpretation of Executive Limitations.*

Have we acted consistently with this item of policy?



9. Provide specific representative examples to support your above response when applicable.

Σ N/A

10. Other Board Comments:

Σ N/A



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

10.0 Information Requested by the Board

10.1 FY '25 Q2 Financial Report

**BOARD POLICY:** EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities

**Description:**

For the Board's review is the FY '25 Q2 Financial Report. I will provide a few highlights with respect to changes since FY '25 Q1.

Recall that all monthly financials are provided on the Board's web page.

I am happy to answer any questions you may have about the Q2 report.

**Requested Board Action:**

Review of the FY '25 Q2 Financial Report.

**Action Taken:**



## Financial Report

Presented to  
President Daniel Phelan  
Jackson College Board of Trustees



Prepared by the Business Office  
December 31, 2024

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the December 31, 2024 Financial Report

Following is the December 31, 2024 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2024-2025 Budget as adopted at the May 2024 Board of Trustees meeting.

**General Fund**

**Revenues**

- **Tuition and Fees** - Favorable to budget based on higher enrollment than anticipated.
- **Property Taxes** - Right in line with expected revenues to date.
- **State Appropriations** - The December payment was delayed until January due to the audit extension of one month.
- **Contract training** - Unfavorable to budget, likely a timing issue.
- **Miscellaneous** - Unfavorable to budget, due to Sweep Interest Income not yet posted to General Ledger.

**Expenses**

- **Wages, Retirement & Benefits** - Favorable to budget, due to accruals, and savings realized from unfilled positions.
- **Services - Staffing Agency** - Unfavorable to budget, due to timing.
- **Services** - Unfavorable to budget. Due to timing of payments to CampusWorks, Ellucian, Abbott, Rehmann, Plant (multiple vendors), Henry Ford Jackson Hospital, Family Services and Children Aid, and Cultural Fluency and Associates
- **Rent, Utilities, Insurance** - Unfavorable to budget, due to timing of insurance payments, and additional electricity for expanded plant footprint.
- **Other Operating Costs** - Favorable to budget, due to timing of bad debt write offs and bank service charges.
- **Capital Equipment** - Favorable to budget due to timing of IT and Instructional equipment purchases.

Jackson College  
Memo From John Globoker, Chief Financial Officer  
For the December 31, 2024 Financial Report

**Auxiliary Fund**

**Revenues**

- **Textbook and Class Fees** - Unfavorable to budget, textbook access fee is pacing lower than budget. Could be a timing issue.
- **Housing** - Unfavorable to budget due to having fewer students living on campus.
- **Housing Scholarships** - Favorable to budget.
- **Sales Bookstore** - Unfavorable to budget, due to timing of meal plan revenue postings.
- **Potter Center** - Favorable to budget.
- **Hospitality and Meal Plans** - Unfavorable to budget due to having fewer students living on campus.
- **Miscellaneous** - Unfavorable to budget, due to lower than expected building rental income.

**Expenses**

- **Wages, Retirement, and Benefits** - Favorable to budget, due to accruals, and savings realized from unfilled positions.
- **Services Staffing Agency** - Unfavorable to budget, Additional temp support during periods of full-time vacancies in Hospitality.
- **Services** - Favorable to budget, due to contracted services needs.
- **Materials** - Favorable to budget, due to timing of Bibliu payments, beverage, and class fees supplies purchases.
- **Rent, Utilities, insurance** - Favorable to budget, due to timing of rental equipment.
- **Transfers** - Favorable to budget, as transfers to plant not yet occurred in FY25.

**Other Notes**

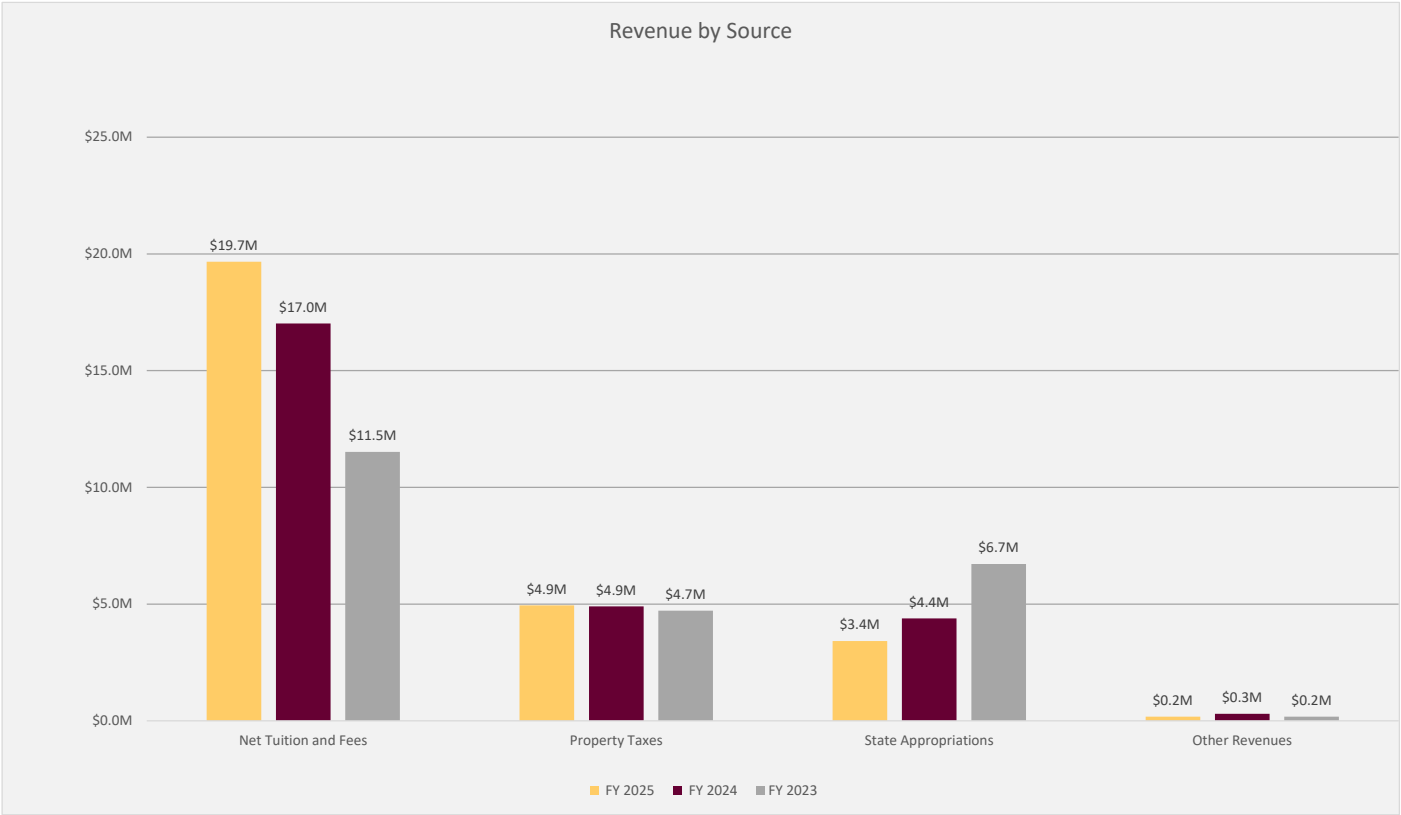
- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of December 31, 2024 the College is meeting this requirement.

Jackson College  
Revenue and Expense Statement  
General Fund - FY 25  
December 31, 2024  
Preliminary - Unaudited

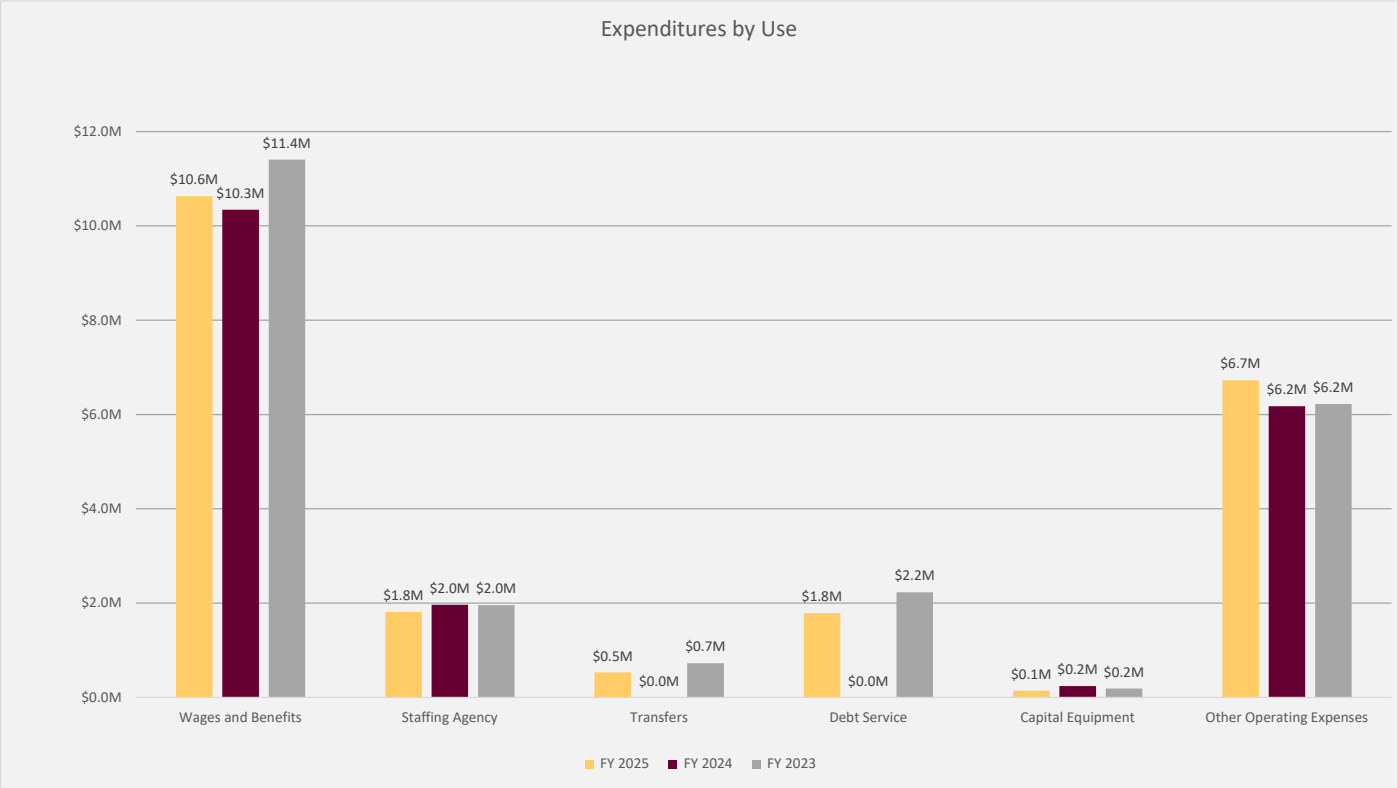
	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year to Date
<b>Revenue</b>							
Gross tuition and fees	\$ 26,496,886	54.6%	\$ 20,179,542	76.2%	70.0%	\$ 1,631,722	\$ 17,519,747
Less Institutional Scholarships	(865,000)	-1.8%	(513,854)	59.4%	70.0%	91,646	(501,468)
Net tuition and fees	25,631,886	52.8%	19,665,688	76.7%	70.0%	1,723,368	17,018,279
Property taxes	6,873,089	14.1%	4,947,070	72.0%	70.0%	135,908	4,902,275
State appropriations	15,452,900	31.8%	3,413,940	22.1%	30.0%	(1,221,930)	4,389,072
Contract training	199,000	0.4%	88,447	44.4%	50.0%	(11,053)	69,350
Miscellaneous	381,500	0.8%	73,376	19.2%	50.0%	(117,374)	207,280
Transfers	-	0.0%	18,170	0.0%	50.0%	18,170	26,304
Transfers - Federal grant funds	-	0.0%	-	0.0%		-	-
<b>Total revenues</b>	<b>48,538,375</b>	<b>100.0%</b>	<b>28,206,691</b>	<b>58.1%</b>	<b>50.0%</b>	<b>527,089</b>	<b>26,612,560</b>
<b>Expenses</b>							
Wages	18,185,434	37.4%	7,415,468	40.8%	50.0%	(1,677,248)	6,887,764
Retirement	5,574,484	11.5%	1,718,110	30.8%	50.0%	(1,069,132)	2,035,600
Benefits	3,239,730	6.7%	1,494,579	46.1%	50.0%	(125,286)	1,418,809
Services - Staffing Agency	3,548,735	7.3%	1,813,111	51.1%	50.0%	38,743	1,967,421
Services	4,775,387	9.8%	3,039,637	63.7%	50.0%	651,943	2,688,635
Materials	1,987,238	4.1%	979,423	49.3%	50.0%	(14,196)	823,047
Rent, utilities, insurance	1,971,375	4.1%	1,193,278	60.5%	50.0%	207,590	968,952
Other operating costs	4,069,258	8.4%	1,512,869	37.2%	50.0%	(521,760)	1,694,352
Transfers-major maintenance	1,060,986	2.2%	530,493	50.0%	50.0%	-	-
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,579,752	7.4%	1,789,876	50.0%	50.0%	-	-
Transfers-Jets Store	-	0.0%	-	0.0%	0.0%	-	-
Capital equipment	546,000	1.1%	143,389	26.3%	50.0%	(129,611)	242,799
<b>Total expenses</b>	<b>48,538,379</b>	<b>100.0%</b>	<b>21,630,233</b>	<b>44.6%</b>	<b>42.3%</b>	<b>(2,638,957)</b>	<b>18,727,379</b>
<b>Income over (under) expenses</b>	<b>\$ (4)</b>		<b>\$ 6,576,458</b>			<b>\$ 3,166,046</b>	<b>\$ 7,885,181</b>

Jackson College  
General Fund Revenue Comparison  
12/31/2024

\$28,206,691



Jackson College  
General Fund Expenditure Comparison  
12/31/2024  
\$21,630,233



Jackson College  
Revenue and Expense Statement  
Auxiliary Services  
December 31, 2024  
Preliminary - Unaudited

	2024-2025 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Hospitality Services	Auxiliary Units		Potter Center Performing Arts
							Housing	Jets Store Bookstore	
<b>Revenue</b>									
Textbook and Class Fees	\$ 2,878,001	36.9%	\$ 1,916,490	66.6%	70.0%	-	-	1,916,490	-
Housing	2,007,800	25.7%	1,290,666	64.3%	70.0%	-	1,290,666	-	-
Less Housing Scholarships	(200,000)	-2.6%	(101,644)	50.8%	70.0%	-	(101,644)	-	-
Sales Bookstore	291,500	3.7%	85,007	29.2%	50.0%	-	-	85,007	-
Potter Center activities	420,000	5.4%	242,248	57.7%	50.0%	-	-	-	242,248
Hospitality and Meal Plans	2,343,000	30.0%	1,319,465	56.3%	70.0%	1,319,465	-	-	-
Miscellaneous	43,500	0.6%	10,071	23.2%	50.0%	-	-	-	10,071
Transfers - General Fund	-	0.0%	-	0.0%	0.0%	-	-	-	-
Transfers - Foundation	15,000	0.2%	-	0.0%	0.0%	-	-	-	-
<b>Total revenues</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>4,762,303</b>	<b>61.1%</b>	<b>47.8%</b>	<b>1,319,465</b>	<b>1,189,022</b>	<b>2,001,497</b>	<b>252,319</b>
<b>Expenses</b>									
Wages	\$ 1,537,806	19.7%	\$ 608,267	39.6%	50.0%	281,617	100,115	90,927	135,608
Retirement	342,677	4.4%	150,212	43.8%	50.0%	62,771	20,540	19,579	47,322
Benefits	241,143	3.1%	117,748	48.8%	50.0%	61,855	11,794	20,017	24,082
Services - Staffing Agency	10,000	0.1%	13,550	135.5%	50.0%	13,550	-	-	-
Services	71,500	0.9%	30,853	43.2%	50.0%	16,897	5,674	-	8,282
Materials	3,415,000	43.8%	1,391,157	40.7%	50.0%	379,630	6,226	1,004,878	423
Rent, utilities, insurance	4,000	0.1%	1,184	29.6%	50.0%	1,184	-	-	-
Other operating costs	610,500	7.8%	306,443	50.2%	50.0%	179	6,088	2,079	298,097
Transfers	1,560,175	20.0%	-	0.0%	50.0%	-	-	-	-
Capital equipment	6,000	0.1%	-	0.0%	50.0%	-	-	-	-
<b>Total expenses</b>	<b>7,798,801</b>	<b>100.0%</b>	<b>2,619,414</b>	<b>33.6%</b>	<b>50.0%</b>	<b>817,683</b>	<b>150,437</b>	<b>1,137,480</b>	<b>513,814</b>
<b>Income over (under) expenses</b>	<b>\$ -</b>		<b>\$ 2,142,889</b>			<b>\$ 501,782</b>	<b>\$ 1,038,585</b>	<b>\$ 864,017</b>	<b>\$ (261,495)</b>

Jackson College Board of Trustees Meeting - Information Requested by the Board

Jackson College  
Balance Sheet and Changes in Fund Balance - FY 25  
December 31, 2024  
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	CARES Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
<b>Assets</b>									
Cash	\$ (5,728,555)	\$ 15,271,092	\$ 7,527,530	\$ -	\$ (1,586,366)	\$ 32,243	\$ 5,348,802	\$ 1,853,792	\$ 22,718,538
Restricted cash in escrow	-	-	-	-	-	-	-	-	-
Investments	-	-	-	-	-	2,492	-	-	2,492
Accounts receivable	11,070,624	(49,999)	(50,000)	-	4,152,567	-	5,936	100	15,129,228
Inventories	29,800	-	-	-	271,130	-	-	-	300,930
Other assets	10,982,410	-	84,078	-	(89,932)	-	83,234,836	(2,832)	94,208,560
<b>Total assets</b>	<b>16,354,279</b>	<b>15,221,093</b>	<b>7,561,608</b>	<b>-</b>	<b>2,747,399</b>	<b>34,735</b>	<b>88,589,574</b>	<b>1,851,060</b>	<b>132,359,748</b>
<b>Liabilities and Fund Balance</b>									
Accounts payable	13,248	(1)	6	-	983	1	(2)	-	14,235
Accrued liabilities	1,800,557	-	(11,696)	-	352,592	-	25,080,433	-	27,221,886
Deferred liabilities	8,019,452	-	-	-	-	-	-	-	8,019,452
Unearned revenue	62,146	-	(50,000)	-	250,733	-	-	-	262,879
Other liabilities	(129,968)	-	6,874,375	-	200	-	-	-	6,744,607
<b>Total liabilities</b>	<b>9,765,435</b>	<b>(1)</b>	<b>6,812,685</b>	<b>-</b>	<b>604,508</b>	<b>1</b>	<b>25,080,431</b>	<b>-</b>	<b>42,263,059</b>
Fund balance	6,588,844	15,221,094	748,923	-	2,142,891	34,734	63,509,143	1,851,060	90,096,689
<b>Total liabilities and fund balance</b>	<b>\$ 16,354,279</b>	<b>\$ 15,221,093</b>	<b>\$ 7,561,608</b>	<b>\$ -</b>	<b>\$ 2,747,399</b>	<b>\$ 34,735</b>	<b>\$ 88,589,574</b>	<b>\$ 1,851,060</b>	<b>\$ 132,359,748</b>
<b>Beginning fund balance</b>									
Net investment in capital assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	56,327,556	\$ -	\$ 56,327,556
Major Maintenance and Equipment Replacement	-	-	-	-	-	-	7,360,901	-	7,360,901
Restricted	-	690,408	1,356,483	-	1	34,666	-	-	2,081,558
Future Operations	12,386	14,166,527	-	-	-	-	-	541,635	14,720,548
	\$ 12,386	\$ 14,856,935	\$ 1,356,483	\$ -	\$ 1	\$ 34,666	\$ 63,688,457	\$ 541,635	\$ 80,490,563
Current year income	28,206,691	377,872	8,877,761	-	4,863,948	68	1,676,847	1,379,808	45,382,995
Current year expenses	21,630,233	13,713	9,485,321	-	2,721,058	-	1,856,161	70,383	35,776,869
<b>Ending fund balance</b>	<b>\$ 6,588,844</b>	<b>\$ 15,221,094</b>	<b>\$ 748,923</b>	<b>\$ -</b>	<b>\$ 2,142,891</b>	<b>\$ 34,734</b>	<b>\$ 63,509,143</b>	<b>\$ 1,851,060</b>	<b>\$ 90,096,689</b>



# **BOARD OF TRUSTEES MEETING**

## **Action & Information Report**

Board Meeting Date: February 17, 2025

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

### **Subject to be Discussed and Policy Reference:**

#### ***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

10.0 Information Requested by the Board

10.2 Next Board Meeting Topics:  
 Board Regular Meeting – March 17, 2025

**BOARD POLICY:** GOVERNANCE PROCESS: GP-03 Board Planning Cycle and Agenda

### **Description:**

This time has been set aside to help the Board anticipate topics for the next Board meeting (Board Regular Meeting on March 17, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

#### **Board Regular Meeting – March 17, 2025**

- Excellence Minute: TBD
- Policy Review: EL-12 Land Use
- Policy Review: GP-02 Board Job Contributions
- Policy Review: GP-04 Role of Board Chair
- Policy Review: GP-10 Investment in Governance
- Policy Review: BCD-00 Global Board Management Delegation
- Interpretations Review: EL-12 Land Use
- Evidence Review: EL-11 Entrepreneurial Activity
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Review: GP-00 Governance Commitment
- Board Survey Review: GP-01 Governing Style
- Board Survey Review: BCD-06 CEO Compensation
- College Feature: TBD

### **Requested Board Action:**

Review of currently anticipated topics.



**BOARD OF TRUSTEES MEETING**

**Action & Information Report**

Board Meeting Date: February 17, 2025

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

**Subject to be Discussed and Policy Reference:**

***ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?***

11.0 Self-Evaluation of Governance Process & Board Performance at this Meeting

11.1 Principles of Policy Governance

**BOARD POLICY:** GOVERNANCE PROCESS: GP-01 Governing Style

**Description:**

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.

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>

**Resource Impact:**

None

**Requested Board Action:**

Define particular areas for improvement in the governance process.

**Action Taken:**

A record of action(s) taken will be indicated in the minutes for this meeting.



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 17, 2025</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b></p>
<p>12.0 Meeting Content Review</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-01 Governing Style</p>
<p><b>Description:</b></p> <p>This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.</p>
<p><b>Resource Impact:</b></p> <p>None</p>
<p><b>Requested Board Action:</b></p> <p>Consideration of areas for meeting content improvement</p>
<p><b>Action Taken:</b></p> <p>A record of action(s) taken will be indicated in the minutes for this meeting.</p>



<p align="center"><b>BOARD OF TRUSTEES MEETING</b>  <b>Action &amp; Information Report</b>  Board Meeting Date: February 17, 2025</p>
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**TO:** Jackson College Board of Trustees  
**FROM:** Dr. Daniel J. Phelan, President & CEO

<p><b>Subject to be Discussed and Policy Reference:</b>  <b><i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANES?</i></b></p>
<p>13.0 Adjourn*</p> <p><b><u>BOARD POLICY:</u></b> GOVERNANCE PROCESS: GP-13 Special Rules of Order</p>
<p><b>Description:</b></p> <p>Board action is required to adjourn the meeting.</p>
<p><b>Resource Impact:</b></p> <p>None</p>
<p><b>Requested Board Action:</b></p> <p>Meeting Adjournment</p>
<p><b>Action Taken:</b></p> <p>A record of action(s) taken will be indicated in the minutes for this meeting.</p>