

Jackson College Board of Trustees Meeting

Regular Meeting

March 17, 2025 06:30 PM



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MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

Jackson College is a world-class institution of higher education where learners succeed and community needs are met.

STATEMENT OF BELIEFS

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

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

MISSION DOCUMENTS

VALUES

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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?

5:45pm Board Dinner [No Board discussion/decisions]

BOARD POLICY: [Open Meetings Act – Act 267 of 1976](#)

Description:

In accordance with the [Michigan's Open Meetings Act \(OMA\)](#), 1976 PA 267, MCL 15.261 et seq, all public bodies are required to hold their gatherings in public, if a quorum of the Board is present.

As further clarified in the [Open Meetings Act Handbook](#), prepared by Michigan Department of Attorney General's Office, while the OMA "*does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,*"²⁸ a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaken during the Board's dinner, the Jackson College Board has broadly interpreted this gathering to be a 'meeting of a public body' and, as such, is open to the public, though there is no opportunity for the public's input during this dinner gathering.

Resource Impact:

None

Requested Board Action:

Board members partake in a purely social dinner gathering, prior to the regular Board meeting.

Action Taken:

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



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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



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

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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>	
1.0	Call to Order & Pledge of Allegiance of the United States <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-13 Special Rules of Order BOARD BY-LAWS
Description:	
Chairwoman Patterson will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: "I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".	
Resource Impact:	
None	
Requested Board Action:	
Come to order, stand, and recite the Pledge of Allegiance to the United States.	
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: March 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?

2.0 Adoption of Minutes

2.1 Regular Board Meeting of 02.17.25

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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

Please note that, by State law, a preliminary draft of these minutes is posted within 8 days of each Board Meeting and are finalized as a permanent record upon Board approval at this, the subsequent board meeting.

Resource Impact:

None

Requested Board Action:

Consideration of the minutes for approval to the formal record of the Board.

Action Taken:

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



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, Potter Center Boardroom

02.17.25

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 02.17.25, 6:30pm, at the Central Campus of Jackson College, Potter Center Boardroom.

Board Members Present: Trustee Matt Heins, Trustee Philip Hoffman, Vice-Chairwoman Donna Lake, Trustee Danielle Mackey, Chairwoman Sheila Patterson, Trustee Christopher Simpson, and Trustee Teshna Thomas

Board Member Absence: None

Others Present Include: Dr. Daniel Phelan, Brendon Beer, Cindy Allen, Ashley Van Heest, Julie Hand, Alytrice Brown, Dr. Mark Ott, Antoine Breedlove, John Globoker

Chairwoman Sheila Patterson called the meeting to order at 6:30PM Eastern Daylight Savings Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees meeting dated 01.13.25 were reviewed by the Board and moved into the permanent record by Chairwoman Patterson, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

There were no conflicts of interest expressed by Trustees for items appearing on the agenda for the meeting.

COMMUNICATIONS

PUBLIC COMMENTS:

Chairwoman Patterson invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

Chairwoman Patterson reminded the Board and public of the following:

- Trustees are not to engage the presenters per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the

Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.

Dr. Mark Ott (Current JC Employee) – Dr. Ott shared the following:

- Dr. Ott commended the Board on the college's support of Artificial Intelligence (AI). There are several faculty members currently working on AI policies.
- Dr. Ott also mentioned that our behavioral health nursing students are working on initiatives to support the homeless in our community. Several faculty members are assisting in this civic opportunity as it allows our students to have empathy and critical thinking skills.
- Dr. Ott also stated that 3 faculty members and 2 administrators plan to attend the annual LAND Conference. Jennifer Fiero, Michael Marra, Dr. Ott and Dr. Becky Roberts will be presenters and Dean Jamie Vandenburg will participate in a panel discussion.
- Dr. Ott also gave a shout-out to the Jazzy Jets, led by Dan Bickel, and their recent performance at the Brooklyn Living Center. He also mentioned that the Battle of Bands will be this Wednesday with 8 bands performing. These events are ways that the College provides meaningful connections for the community.

BOARD COMMENTS & CEO REPORT:

CEO Phelan provided the CEO Report regarding on-going impacts on the Board's ENDS, as well as legislature, community college, and Jackson College updates.

Chairwoman Lake mentioned the recent National Legislative Summit (NLS) was a great few days in Washington DC. She learned a lot and encouraged others to join next year. Chairwoman Patterson encouraged other Trustees to attend as well.

Trustee Heins attended the recent Sportsman Banquet and shared that it was a great college event.

Trustee Mackey mentioned the NLS and how she was able to collaborate with others. She seconded having more Trustees attend next year's Summit. Trustee Mackey also gave kudos to Dr. Brown and Antoine Breedlove on the recent MLK Annual Dinner.

Trustee Simpson mentioned that he participated in a recent community panel with Trustee Thomas, the Mayor and other community members. This panel was well attended. He unfortunately had to miss the MLK dinner but sent his regards.

Trustee Thomas also stated that the MLK dinner was amazing, and a job well done.

CEO Phelan spoke about legislation and how it is changing day by day. He also wanted to draw attention to our amazing nursing faculty and our students who out-perform state and national levels on exams. The College continues to turn out amazing students and he also gave kudos to our science faculty. Chairwoman Patterson also stated that she likes the look and feel of our new CEO Report in the Board pack.

EXCELLENCE MINUTE/ COLLEGE FEATURE – MLK DAY PANEL / INCLUSIVE EXCELLENCE

President Phelan introduced the College's Director of Inclusive Excellence, Antoine Breedlove, who reviewed the work of Inclusive Excellence at the College, as this month's College Feature and Excellence Minute.

Antoine Breedlove presented a PowerPoint to the Board. He extended his deep appreciation to the Board on their commitment to the Jackson College MLK dinner, citing it as a powerful presentation on the power of unity and the social issues we are dealing with in our society today.

Trustee Simpson asked Antoine Breedlove about the Dress for Success event. Prior to COVID, invitations were sent for others to gather for pictures, and he wondered if this would be planned again soon. Breedlove confirmed that there are plans to bring this back.

Chairwoman Patterson asked about our partnership with Jackson Public Schools. For Men of Merit and Sisters of Strength, do we track how many come from JPS to these groups? Breedlove stated that we currently have 69 students from our Parkside Middle School initiative, and he continues to work with JPS to monitor and track these numbers.

Trustee Hoffman mentioned the importance of Cyber Security and our Board processes.

OWNERSHIP LINKAGE

OWNERSHIP LINKAGE: IN-DEPTH INTERVIEWS QUESTIONS

In accordance with the schedule for Ownership Linkage actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, below are questions for the Board's consideration to utilize with interviewees during in-depth interviews, which will begin in FY'25 with the Hospital Board of Directors. President Phelan noted that the Board is free to modify the questions. Trustee Lake asked if we had a date confirmed for the meeting with the Hospital Board of Directors, and Dr. Phelan stated that he would get the date to the Board as soon as it was set.

1. Adapting Curriculum to Future Trends: "How should our Jackson College modify its curriculum to align with technological advancements and societal changes expected over the next decade?"
2. Enhancing Lifelong Learning Opportunities: "What approaches should Jackson College take to bolster lifelong learning and adult education, in response to the growing demand for continuous skill development in a rapidly evolving world?"
3. Global Perspective Integration: "What methods can Jackson College employ to incorporate global perspectives into its programs, preparing students for a globally interconnected society?"

4. Community College's Role in Digital Shifts: "In the context of widespread digital transformation across industries, what should be Jackson College's role in facilitating our community's adaptation to these changes?"
5. Emphasizing Sustainability Education: "Given the increasing concerns about environmental sustainability, what level of focus should Jackson College place on environmental education and sustainable practices?"
6. Mental Health Support Initiatives: "What initiatives or programs should be implemented by Jackson College to enhance student mental health and overall well-being?"
7. Promoting Equity and Social Justice: "What measures can Jackson College take to actively foster equity and social justice in our community?"
8. Collaborative and Experiential Learning Models: "What is your viewpoint on Jackson College developing partnerships with businesses and industries to provide experiential, hands-on learning opportunities?"
9. Focus on Emergent Study Fields: "Which emerging study fields should Jackson College prioritize to equip students for the future job market?"
10. Improving Community Feedback Mechanisms: "How can we better our feedback systems to ensure continuous alignment with community needs and effective adaptation to future challenges and opportunities?"
11. Addressing Changing Demographics: "What strategies should Jackson College implement to adapt its services and programs to the evolving demographic composition of our community in the next decade?"
12. Role of Artificial Intelligence in Future Education: "What role do you envision for artificial intelligence in the future educational landscape, and how should Jackson College prepare for this integration?"
13. Fostering Entrepreneurial Capabilities: "How critical is it for Jackson College to nurture entrepreneurial skills in students, and what specific initiatives would you suggest for this purpose?"
14. Developing Student Resilience: "In an era marked by uncertainties, how can Jackson College contribute to cultivating resilience and adaptability in its students?"
15. Cultural Competence Enhancement: "What strategies should Jackson College employ to boost cultural competence and global awareness amongst students in a diversifying world?"
16. Strategic Priorities: "What are the top 3 strategies the College should execute?"

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: GP-00 Governance Commitment – Policy Review

The Board's Governance Process policy GP-00 Governance Commitment was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, and CEO Phelan did not recommend any edits at this time.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY GP-00 GOVERNANCE COMMITMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS,

HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: GP-01 Governing Style – Policy Review

The Board's Governance Process policy GP-01 Governing Style was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, and CEO Phelan did not recommend any edits at this time.

MOTION BY TRUSTEE HEINSTO APPROVE POLICY GP-01 GOVERNING STYLE. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

GOVERNANCE PROCESS ITEMS: BCD-06 CEO Compensation – Policy Review

The Board's Governance Process policy BCD-06 CEO Compensation was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, and CEO Phelan did not recommend any edits at this time.

MOTION BY TRUSTEE HEINS TO APPROVE POLICY BCD-06 CEO COMPENSATION. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-13 Use of Artificial Intelligence & Machine Learning – Policy Adoption

The Board considered the adoption of proposed Executive Limitations policy EL-13 Use of Artificial Intelligence & Machine Learning. Chairwoman Patterson, Trustee Hoffman, and CEO Phelan recommended adoption.

MOTION BY TRUSTEE LAKE TO ADOPT POLICY EL-13 USE OF ARTIFICIAL INTELLIGENCE & MACHINE LEARNING. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-11 Entrepreneurial Activity – Policy Review

The Board's Executive Limitations policy EL-11 Entrepreneurial Activity was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, and CEO Phelan recommended a couple minor edits for the Board's consideration.

MOTION BY TRUSTEE THOMAS TO APPROVE POLICY EL-11 ENTREPRENEURIAL ACTIVITY AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS ITEMS: EL-11 Entrepreneurial Activity – Interpretations Assessment

CEO Phelan presented his interpretation recommendations for policy EL-11 to the Board for their regularly scheduled review. Updates to the interpretations were minor language clarifications.

MOTION BY TRUSTEE LAKE TO APPROVE THAT THE BOARD HAS ASSESSED CEO PHELAN'S INTERPRETATIONS OF POLICY EL-11 AND FINDS THAT THEY DEMONSTRATE A REASONABLE INTERPRATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

BOARD PLANNING

LINE OF CREDIT REAUTHORIZATION

The annual resolution was considered to authorize a line of credit for Jackson College which would allow the College 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 was also reviewed, which was posted on 02.05.24 by the Chief of Staff.

CEO Phelan noted that he 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. Trustee Simpson asked if the maturity date is always a year, to which President Phelan confirmed.

MOTION BY TRUSTEE HOFFMAN TO APPROVE THE LINE OF CREDIT REAUTHORIZATION RESOLUTION. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Below are the signed resolution and affidavit of posting notice.

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 17th 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. Heier, Philip E. Hoffman,
Donna L. Lake, Danielle E. Mackey, Christopher A. Simpson,
Absent: Trustees Teshina Thomas

The following preamble and resolution were offered by Trustee Hoffman and supported by all Trustees: NA

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

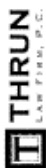
of credit to secure funds for college operations and/or to pay previous loans obtained for college operations.

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 \$ 22,881,271 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 *Sheila A. Patterson, Matthew E. Heins, Philip E. Hoffman, Donna L. Lake, Danielle E. Mackey, Christopher A. Simpson, Teshra Thomas*
Nays: Trustees

Resolution declared adopted.

Sheila Patterson
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).

Sheila Patterson
Chair, Board of Trustees

CJI/jmw

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, 2nd Floor

(place and address)

HOUR 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, 2nd 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, 2nd Fl., President's Office
<https://www.jccmi.edu/board-of-trustees/meetings/>

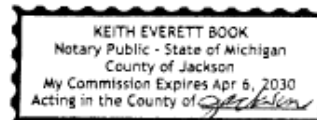
Sheila Patterson
(Signature)

Sheila A. Patterson, Chairperson
(Print Name)

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

Keith Everett Book

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



LEGENDS SUBDIVISION LOT – PROPERTY SALE PROPOSAL

CEO Phelan proposed 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.

Trustee Simpson asked if a market analysis was done and President Phelan confirmed. Chairwoman Patterson asked if this property was on the market, and Julie Hand confirmed. Brendon Beer also stated that he reviewed the terms with Jason Valente and we counteroffered to get it up to \$8,000.

MOTION BY TRUSTEE THOMAS TO APPROVE THE SALE OF UNIT 14 IN THE LEGENDS SUBDIVISION TO JEFF MAZUR FOR \$8,000. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

DISTINGUISHED SERVICE AWARD RECIPIENTS NOMINATIONS & DECISION

CEO Phelan requested recommendations and a decision for the Board's 2025 Distinguished Service Award recipient(s).

Dr. Phelan noted that, upon the retirement of members of the Board of Trustees, former members 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 for the second award included: Frank Dick (posthumously); Phil Moilanen; Tim Walberg; Ric Walton; and Heidi Washington.

Trustees narrowed the candidates to Heidi Washington, Frank Dick and Ric Walton. They then offered their individual votes.

Trustee Heins – Frank Dick
Trustee Hoffman – Frank Dick
Vice-Chairwoman Lake – Heidi Washington
Chairwoman Patterson – Frank Dick
Trustee Mackey – Ric Walton
Trustee Simpson – Frank Dick
Trustee Thomas – Heidi Washington

BY MAJORITY VOTE OF THE BOARD, THE SECOND RECIPIENT OF THE 2025 DISTINGUISHED SERVICE AWARD WILL BE FRANK DICK POSTUMOUSLY.

CROCKETT AWARD RECIPIENT DECISION

The Board considered the Foundations nominee of Barbara Markowski for the Board's Dr. Ethelene Jones-Crockett Award for 2025. Julie Hand shared that Barbara Markowski is a wonderful mentor and has spent many hours with our students on quilts. It was a unanimous vote from the JC Foundation Board to have Barbara Markowski as this year's recipient.

MOTION BY TRUSTEE LAKE TO APPROVE BARBARA MARKOWSKI FOR THE 2025 DR. ETHELENE JONES-CROCKETT AWARD FOR 2025. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

TRUSTEE COMMENCEMENT & JC HONORS CEREMONY PRESENTERS FOR CONSIDERATION

The Board determined the Trustee presenters at the 2025 Commencement ceremony for the following awards:

1. Distinguished Service Award recipient(s) for 2025
 - a. Trustee Simpson will present the award to Frank Dick postumously.
 - b. Trustee Heins will present the award to John Crist.
2. Dr. Ethelene Jones-Crocket Award recipient for 2025
 - a. Trustee Lake will present the award to Barbara Markowski.

Also, the Board determined a Trustee presenter for the 2025 Captain Zenneth A. Pond Emerging Alumni Award, presented at the JC Honors Ceremony *only* on Friday, 05.02.25, at 6:00pm. The recipient will be Candyce McArthur, which will be presented by Trustee Thomas.

MCCA BOARD REPRESENTATIVE DECISION

CEO Phelan noted that the Michigan Community College Association (MCCA) requires the certification of each member college's President/CEO Director, Trustee Director, as well as an Alternate Trustee Director, to serve as institutional delegates by July 15 of each year.

Currently, CEO Phelan is designated as the President-Director to the MCCA Board. Last year, Chairwoman Crist was reappointed as the MCCA Trustee-Director, with newly appointed Chairwoman Patterson serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director must be designated for FY '26.

MOTION BY TRUSTEE HEINS TO DESIGNATE DONNA LAKE AS THE MCCA TRUSTEE-DIRECTOR AND CHAIRWOMAN PATTERSON AS THE ALTERNATE MCCA TRUSTEE-DIRECTOR. TRUSTEES VOTED BY ROLL CALL VOTE:

TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

JC FOUNDATION BOARD OF DIRECTORS NOMINATION APPROVAL

Per the JC Foundation Board of Directors Bylaws, CEO Phelan noted that the JC Board of Trustees must approve nominations to the JC Foundation Board of Directors. The Board considered the JC Foundation's nomination of John Crist to the JC Foundation Board of Directors.

MOTION BY TRUSTEE HOFFMAN TO APPROVE THE JC FOUNDATION'S NOMINATION OF JOHN CRIST TO THE JC FOUNDATION BOARD OF DIRECTORS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

JPEC BOARD OF GOVERNORS NOMINATION APPROVAL

The Board considered the JPEC Academy Board's nomination of Rubenn Lanphear presented by CEO Phelan, to serve as a new member of the JPEC Board of Governors.

MOTION BY TRUSTEE LAKE TO APPROVE THE JPEC ACADEMY BOARD'S NOMINATION OF RUBENN LANPHEAR TO SERVE AS A NEW MEMBER OF THE JPEC BOARD OF GOVERNORS. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-07 Compensation & Benefits – Evidence Review

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-07 Compensation & Benefits indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE SIMPSON THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-07 COMPENSATION & BENEFITS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EL-09 Organization Culture – Evidence Review

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-09 Organization Culture indicating Full Compliance according to his previously approved interpretations. President Phelan stated that JC ranked higher than the national average on our PACE survey results. We should have our latest results soon.

MOTION BY TRUSTEE THOMAS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-09 ORGANIZATION CULTURE AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: EL-10 Access to Education – Evidence Review
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-10 Access to Education indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-10 ACCESS TO EDUCATION AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:
CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: GP-11 Board Linkage with Ownership – Survey Results Review:
Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-11 Board Linkage with Ownership. Trustee Hoffman questioned the value of the current form of monitoring Board performance. Trustee Lake, Trustee Thomas, and CEO Phelan will offer an alternate form of monitoring that they learned about at the ACCT GLI in Lansing at the Board's Spring Planning Session.

MONITORING BOARD PERFORMANCE: GP-13 Special Rules of Order – Survey Results Review:
Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-13 Special Rules of Order.

MONITORING BOARD PERFORMANCE: GP-14 Handling Operational Complaints – Survey Results Review:
Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-14 Handling Operational Complaints.

MONITORING BOARD PERFORMANCE: GP-15 Handling Alleged Policy Violations – Survey Results Review:

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-15 Handling Alleged Policy Violations.

MONITORING BOARD PERFORMANCE: BCD-02 Accountability of CEO – Survey Results Review:

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-02 Accountability of CEO.

INFORMATION REQUEST BY THE BOARD

FY '25 Q2 Financial Report:

The Board reviewed the FY '25 Q2 Financial Report.

CEO Phelan commended CFO John Globoker on his hard work. Trustee Heins questioned the unfilled positions listed under expenses and how many positions are unfilled and why. CEO Phelan acknowledged the turnovers and that it takes time to fill a position. He also offered that JC does not know if there will be changes in federal financial aid, so he wants to be mindful of the present moment. This gives flexibility and will allow keeping 60 days cash available, per the Board request.

CFO Globoker indicated that the college has budgeted 100% for all positions. Turnover this year is a result of a variety of things but has slowed. Cindy Allen stated that JC currently has approximately a dozen positions unfilled. There may be a few more to post in the next week or so. Trustee Heins asked if the JC pay scale is comparable to other institutions. CEO Phelan shared that the College is consistent and competitive; the market is regularly reviewed. He also mentioned that JC is not in competition with other neighboring colleges but rather the entire country. JC will continue to get formative data from the industry. This is a constant work in progress along with a highly competitive environment. CEO Phelan noted that JC had to pay more for some positions to hire candidates. Trustee Simpson questioned how long it could be before it hinders JC's efficiency by holding positions. CEO Phelan acknowledged that great question though there currently is no metric for that as it varies from position to position, and some are more critical to fill than others.

Next Board Meeting Topics – 03.17.25:

CEO Phelan provided the members with a portent of items that are to come at the 03.17.25 Regular Board of Trustees Meeting and took agenda suggestions.

Below are currently anticipated topics:

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

SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process.

MEETING CONTENT REVIEW

All was appreciated by the Board.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Meeting Adjourned at 7:52pm ET.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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?

3.0 Declaration of Conflict of Interest*

BOARD POLICY: GOVERNANCE PROCESS: GP-09 Board Code of Conduct

Description:

Consistent with Board Policy, By-laws, and the standard of the Board's Fiduciary Duty of Loyalty, this item is placed on the agenda for members to formally consider and disclose any item on the agenda wherein they may have any apparent or actual conflict of interest. This duty standard also requires members to act transparently.

Should a conflict be present, it is requested that the member publicly note the item in question to the Board Chairwoman during the meeting and abstain from any action concerning said item.

A roll call vote is required for this item.

Resource Impact:

None

Requested Board Action:

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

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: March 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?

4.0 Communications

4.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: BYLAWS

Description:

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

Trustees are not to engage the presenters, per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.

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

“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.

Requested Board Action:

Receive comments from persons wishing to address the Board.


BOARD OF TRUSTEES MEETING
Action & Information Report

Board Meeting Date: March 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?

4.0 Communications

4.2 Board Comments & CEO Report

BOARD POLICY: BYLAWS

Description:

This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda content and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.

However, Board policy and good governance practice suggests that this is not an occasion to make comments / respond to the attending public, *as this is a meeting of the Board, not the public*. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees.

Also enclosed is my CEO Report, offered as a routine, transparent communication tool regarding on-going impacts on Board's ENDS, as well as College updates.

Resource Impact:

None

Requested Board Action:

Receive non-action item comments from members and/or the CEO.

Action Taken:

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



CHIEF EXECUTIVE OFFICER'S REPORT

03
17
25

DR. DANIEL J.
PHELAN

Mission: Together we inspire and transform lives...

NATIONAL UPDATES

CEO REPORT



Update on FY 2025 Federal Funding

With the 03.14.25 deadline for government funding rapidly approaching, congressional appropriators have settled on topline spending levels but face significant logistical and political hurdles in finalizing legislation to avert a government shutdown. House Speaker Mike Johnson (R-LA) has floated the possibility of a year-long continuing resolution (CR) that would extend FY '24 funding levels, but this proposal has failed to garner bipartisan consensus. House conservatives are pushing for steeper spending reductions, while congressional Democrats seek assurances that funding will not be subject to freezes or reallocation efforts reminiscent of those seen under the Trump administration. As the week concluded, lawmakers across both chambers remained uncertain about the path forward, raising concerns over whether even a short-term stopgap measure can be enacted in time to prevent a partial government shutdown....



New Secretary of Education Announces Plan to Dismantle the Department

In her first official statement following Senate confirmation, Secretary of Education Linda McMahon unequivocally outlined her primary objective: the systematic dismantling of the U.S. Department of Education (ED). In a message to department staff titled "*Our Department's Final Mission*," McMahon emphasized her commitment to decentralizing education policy by shifting control to state governments, scaling back federal oversight, and eliminating what she described as "political ideologies, special interests, and unjust discrimination" from federal education initiatives.

NATIONAL UPDATES

CEO REPORT



➤ **New Secretary of Education Announces Plan to Dismantle the Department - Continued**

While the full consequences of this particular policy shift remain uncertain, the administration has already initiated significant structural changes. Workforce reductions are underway, with buyouts and layoffs signaling an effort to downsize the department's capacity. Moreover, McMahon's statement suggests a substantial retreat from federal civil rights enforcement, particularly in areas such as Title IX protections and anti-discrimination measures. If carried out, these changes could profoundly impact how educational institutions navigate compliance with federal civil rights laws.

Completely dissolving the Department of Education would require congressional approval—a politically unlikely scenario. However, the administration has already signaled, and possesses the authority, that they intend to significantly weaken the agency from within by reducing staffing, freezing grant funding, and reallocating enforcement responsibilities to other federal agencies. This process is already in motion, setting the stage for a fundamental transformation of the federal government's role in education. These changes will clearly have implications for Jackson College...



LEGISLATIVE UPDATES

CEO REPORT



Executive Budget Recommendation Summary FY 2026

On February 5, 2025, Governor Whitmer's budget director presented the Executive Budget Recommendation for FY26. Below is a summary of budget items that would impact community colleges.

Community College Operations Increase

The Governor recommends a **4% ongoing increase over FY25 total base operations (ongoing and one-time)** to community college operations grants (\$14.6 million) distributed through the existing funding formula. Attainment of the funding increase would be conditioned on restraining in-district tuition and fee increases to the greater of 4.5% or \$227. Total funding for operations, including the Indian Tuition Waiver, MPSERS retirement, and Renaissance Zone reimbursement would be \$496.7 million ongoing, funded with School Aid Fund dollars. (Universities would also receive a 4% increase.)

The formula allocation is as follows:

- 30% across-the-board, proportional to previous year base funding.
- 30% based on contact hours weighted to recognize high-cost areas of instruction.
- 30% based on three performance metrics (10% for number of degree and certificate completions, 10% for completion rate, and 10% for completion improvement).
- 5% based on administrative costs.
- 5% based on local strategic value qualifications.

Tuition Restraint

The Governor recommends limiting FY26 in-district tuition and fee increases to **4.5% or \$227**, whichever is greater and limits FY27 in-district tuition and fee increases to the greater of 5% and \$248. (Tuition restraint would also apply to universities.)

LEGISLATION UPDATES

CEO REPORT



Michigan Achievement Scholarship Funding

The Governor recommends an additional \$50 million deposit into the Postsecondary Scholarship Fund, bringing the total to \$350 million of ongoing funding for the Michigan Achievement Scholarship.

- **Community College:** Within the Michigan Achievement Scholarship, a full-time community college student can get the Community College Guarantee, which awards last dollar in-district tuition and fee coverage while working toward an associate or skills degree at a Michigan community college. Additionally, income-eligible students with higher financial needs receive a \$1,000 stipend to offset living expenses, such as food, housing, transportation, and childcare.
- **4-Year University:** For a fulltime college student attending a public or private 4-year institution and who has a Student Aid Index of 30,000 or below, the Michigan Achievement Scholarship offers up to \$5,500 per year toward cost of attendance needs. Approximately two out of three incoming 4-year college students qualify for the Michigan Achievement Scholarship.
- **Career Training:** Under the Michigan Achievement Skills Scholarship, qualified students can get up to \$2,000 per year for two years, toward an industry recognized skills certificate at a qualified training institution in Michigan. Up to \$10 million could be utilized for skills scholarship grants.

Michigan Reconnect Program

The Governor recommends **\$52 million** for the continuation of the Reconnect Program and authorizes the department to use remaining program funds for outreach, enrollment support, program administration, and Reconnect-eligible student support in connection with higher education institutions or nonprofit organizations to increase degree or credential completion.

JACKSON COLLEGE UPDATES

CEO REPORT



2024 Phi Theta Kappa REACH Rewards Program

Phi Theta Kappa's REACH Rewards program recognizes and rewards Phi Theta Kappa chapters that excel in membership development.

I am happy to announce that the Phi Theta Kappa chapter at Jackson College has been named a 2024 REACH Chapter and will receive Phi Theta Kappa graduation stoles that will be sent directly to our chapter's advisor. These stoles will be distributed to chapter officers and members to be worn during graduation and to keep in celebration of their college completion milestone.





JACKSON COLLEGE UPDATES

CEO REPORT



Unit 14 in The Legends Subdivision
was sold to Jeff Mazur for \$8,000
on 02.27.25...



JACKSON COLLEGE UPDATES

CEO REPORT



PACE SURVEY:

The latest PACE Survey results have been received from the Belk Center at North Carolina State University. Results are being reviewed and will be shared with the College community in the near future...



Trustee Mackey

I'm not sure if you were able to catch the Bart Hawley Show last week as they presented various interviews during the Jackson Chamber of Commerce's Women's Week. On 03.06.25, our very own Trustee Mackey was featured and did a great job representing the College and Consumers Energy so very well. If you missed it, take a look here:

<https://jtv.tv/jackson-chamber-womens-week-consumers-energy-community-engagement-manager-danielle-mackey/>



JACKSON COLLEGE UPDATES

CEO REPORT



Congratulation to the Jackson College Jets Women's Basketball Team! Their season came to a close in the Great Lakes District C Championship against #13 Mid Michigan, but they fought hard to the very end!

Kaylona Butler led the way with 21 points.
Zoie Bamm dominated the boards with 10 points and 14 rebounds.

The Jets wrap up the 2024-25 season with a 24-7 record (13-1 in conference) - marking their 4th straight 20+ win season.

Congratulations on an incredible season, Jets!



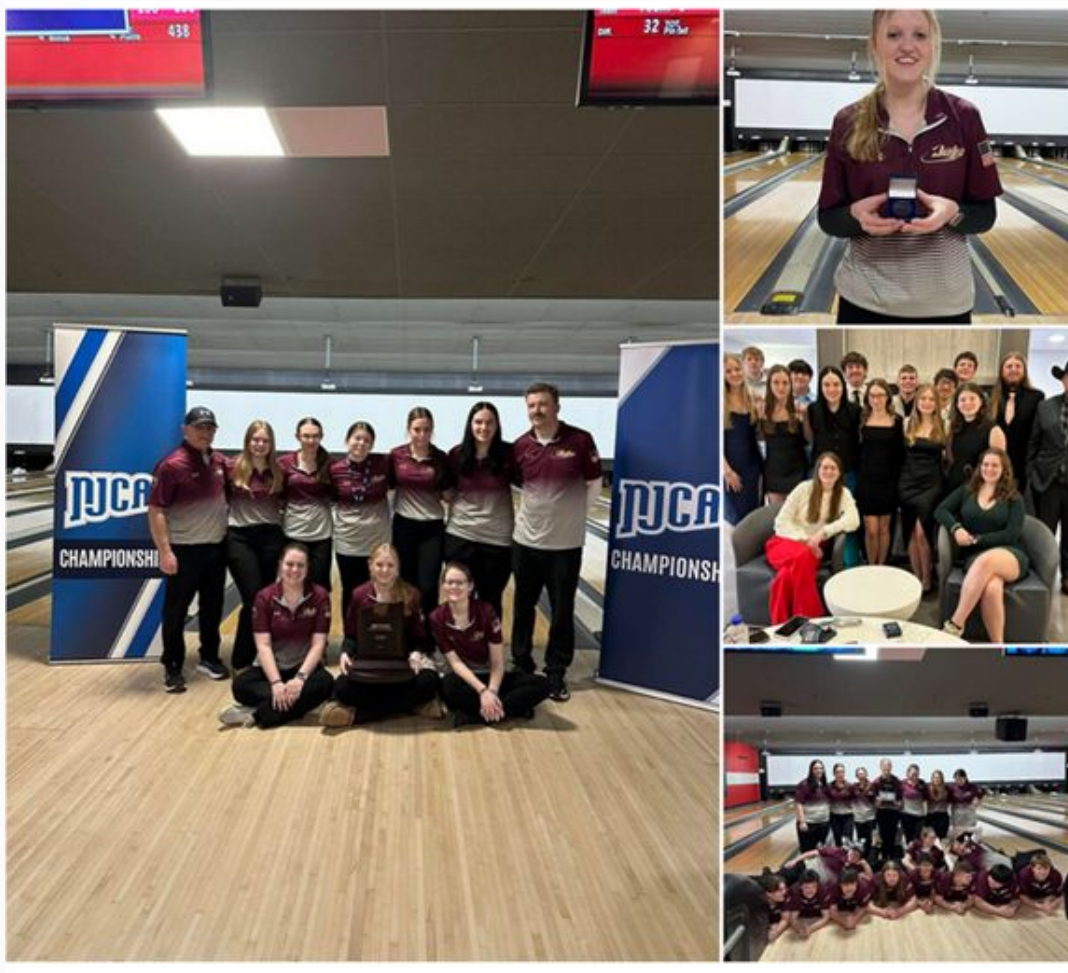
JACKSON COLLEGE UPDATES

CEO REPORT



We're proud to announce that JC's women's bowling team finished 3rd at the NJCAA national Championships in Buffalo, NY!

Mikayla DeBoe earned All-American honors securing 3rd place!





BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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?

4.0 Communications

4.3 Excellence Minute: George E. Potter Outstanding Student Award

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

Description:

The Board will welcome Chief Advancement Officer, Julie Hand and Coach Heather Brown who will introduce the Board to the 2025 George E. Potter Outstanding Student Award recipient.

Each year, one student currently enrolled at Jackson College is selected to receive the George E. Potter Outstanding Student Award. The recipient will be presented with a JC Scholarship for \$1,000 or a cash award, the student's choice.

The student is chosen on the basis of:

Personal Qualities

- Positive and helpful attitude
- Pride in school
- Exemplifies the [mission values and beliefs](#) of the college

Performance

- Academic achievement (minimum 3.0 GPA and 30 credit hours)
- College involvement/service with positive impact on the College
- Community involvement/service with positive impact on the community

Leadership

- Leadership in the College or in the community

Nomination Procedure

Any currently enrolled full-time student at Jackson College meeting the criteria above is eligible to be nominated for the award. Nominations may be made by any JC employee, student or board member.

Requested Board Action:

Meet the 2025 George E. Potter Outstanding Student Award recipient.

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: March 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?

5.0 Ownership Linkage

5.1 Ownership Linkage: HFJH Board Meeting Date

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

Executive Summary:

In accordance with the schedule for Ownership Linkage actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, in-depth interviews will begin in FY'25 with the Hospital Board of Directors on Wednesday, 05.21.25.

I kindly request that the Board determine which Trustees will engage with the HFJH Board, and which will facilitate.

Requested Board Action:

Consider what Board members might attend the in-depth interview with the HFJH Board.

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: March 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

6.1 Governance Process

6.1.1 Board Policies Impacted by Legislature – Urgent Policy Reviews*

BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions

Description:

The College has worked diligently toward compliance with recent federal policy changes, including the U.S. President's Executive Order (EO) 14173 and the Department of Education's Dear Colleague Letter (DCL) issued on 02.14.25.

Part of that work included a review of your Board policies. In an initial review, the following Board policies have language that I recommend you adopt.

1. Bylaws
2. EL-01 Treatment of Learners
3. EL-02 Treatment of Staff
4. EL-05 Asset Protection
5. EL-09 Organization Culture
6. EL-10 Access to Education
7. EL-13 Use of Artificial Intelligences & Machine Learning
8. EN-01 Board's ENDS (#1-3)
9. GP-01 Governance Style
10. GP-09 Board Code of Conduct
11. GP-10 Investment in Governance
12. GP-11 Board Linkage with Ownership
13. GP-13 Special Rules of Order

Chairwoman Patterson, Vice Chairwoman Lake, Trustee Simpson, and I recommend edits that are tracked in the enclosed versions for the Board's consideration.

Requested Board Action:

Consideration of Board policies impacted by recent legislature.

Action Taken:

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

CHATGPT BOARD POLICY RECOMMENDATIONS REGARDING EO / CDL:

Prompt for ChatGPT: Analyze the Jackson College Board Policies & Bylaws in light of the directives outlined in Executive Order 14173, the Dear Colleague Letter on Students for Fair Admissions v. Harvard, and Carver's Policy Governance Model in Nonprofit Organizations. Recommend the necessary changes to ensure compliance with the new federal mandates and best governance practices.

Summary of Key Changes

Policy	Key Revisions
Trustee Bylaws	Add explicit compliance with Title VI, SFFA v. Harvard, and EO 14173. Prohibit any Board-sanctioned race-based initiatives.
EN-01 (Board's ENDS)	Modify diversity language to ensure race-neutral, merit-based student success initiatives.
EL-01 (Treatment of Learners)	Clarify equity as merit-based. Remove cultural sensitivity mandates that could introduce racial bias.
EL-02 (Treatment of Staff)	Prohibit race-conscious hiring, DEI-based staff training, and identity-based workplace policies.
EL-05 (Asset Protection)	Ensure grants and financial agreements comply with federal civil rights laws. Prohibit funding of DEI-based hiring or admissions programs.
EL-09 (Organizational Culture)	Eliminate race-conscious hiring & DEI mandates. Ensure all employment decisions are merit-based.
EL-10 (Access to Education)	Ensure merit-based admissions & scholarships. Prohibit racial proxies in student support programs.
EL-13 (AI & Machine Learning)	Prohibit race-based AI-driven decisions in admissions, hiring, and grading. Mandate regular audits for compliance.
GP-01 (Governance Style)	Require neutral, merit-based governance without identity-driven policy influences.
GP-09 (Board Code of Conduct)	Require Trustees to uphold federal civil rights laws. Prohibit Trustee involvement in race-based initiatives.
GP-10 (Investment in Governance)	Prohibit DEI-based Board training. Require Title VI compliance training for Trustees.
GP-11 (Board Linkage with Ownership)	Ensure community engagement policies remain neutral. Prohibit Board-directed identity-based programs.
GP-13 (Special Rules of Order)	Prohibit motions that establish race-based governance preferences. Ensure legal review of identity-based initiatives.

PROPOSED REVISIONS TO JACKSON COLLEGE BOARD POLICIES & BYLAWS

1. Trustee Bylaws – Compliance with Federal Civil Rights Laws

Proposed Addition:

The Jackson College Board of Trustees affirms its commitment to upholding all applicable federal civil rights laws, including **Title VI of the Civil Rights Act of 1964, Executive Order 14173**, and the Supreme Court's ruling in *Students for Fair Admissions v. Harvard (2023)*. In accordance with these laws:

- The Board prohibits any policies or practices that grant **preferential treatment based on race, ethnicity, or sex** in college governance, hiring, student admissions, financial aid, and program development.
- The Board ensures that **all institutional policies prioritize individual merit, qualifications, and performance-based criteria**.
- Any Board directives that engage in **race-conscious programming, hiring preferences, or admission adjustments** are strictly prohibited.
- The Board shall conduct an **annual compliance audit** to verify adherence to federal civil rights laws.

2. EN-01: Board's ENDS (#1-3) – Ensuring Merit-Based Learning Outcomes

Proposed Amendment:

Jackson College exists so that:

- "Diverse populations of learners experience learning and academic success responsive to their unique whole learner needs" shall be replaced with **"All learners are provided equal opportunities to succeed based on merit and individual effort, without preferential treatment based on race or identity."**
- Ensure **all College programs are race-neutral and based on objective academic standards**.

3. EL-01: Treatment of Learners – Equity as Merit-Based

Proposed Amendment:

The CEO shall not cause or allow conditions, procedures, or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive. Furthermore, the CEO shall not:

- Define "equity" as anything other than **equal opportunity based on individual merit**.
- Permit **admissions, grading, or student services** policies that grant **preferential treatment based on race, ethnicity, or gender**.

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

4. EL-02: Treatment of Staff – Race-Neutral Employment Policies

Proposed Amendment:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

Furthermore, the CEO shall not:

- Implement **race-conscious hiring, promotions, or terminations.**
- Require or fund **implicit bias training or DEI-based staff programming** that promotes identity-based stereotyping.
- Permit **any staff training or policy that prioritizes identity over professional qualifications.**

5. EL-05: Asset Protection – Preventing DEI-Based Financial Risk

Proposed Amendment:

The CEO shall not allow College assets to be unprotected, inadequately maintained, or unnecessarily risked. Furthermore, the CEO shall not:

- Accept **grants, donations, or funding agreements** that impose **race-based hiring, admissions, or programming requirements.**
- Use College financial resources to support **identity-based initiatives that conflict with federal non-discrimination laws.**
- Permit **legal or reputational risk** arising from **non-compliance with Title VI and Executive Order 14173.**

6. EL-09: Organizational Culture – Prohibition of Race-Conscious Hiring & DEI Mandates

Proposed Amendment:

The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the institution. To uphold merit-based governance, the CEO shall not:

- Implement hiring, promotion, or retention policies that give **preferential treatment based on race, ethnicity, or sex.**
- Mandate or fund any **Diversity, Equity, and Inclusion (DEI) training** that promotes **racial stereotypes, implicit bias theories, or identity-based differentiation.**

- Use race, gender, or ethnicity as a factor in **faculty evaluations, tenure decisions, or performance reviews**.
 - Permit the creation or endorsement of **employee resource groups** that are race- or identity-exclusive.
-

7. EL-10: Access to Education – Merit-Based Admissions & Financial Aid

Proposed Amendment:

The CEO shall not permit any conditions that unnecessarily restrict learner or potential learner access to education. Furthermore, the CEO shall not:

- Permit **any admission, scholarship, or financial aid policy that incorporates race, ethnicity, or sex** as a factor in eligibility or decision-making.
 - Use **geographic, socioeconomic, or other proxies** as indirect means to achieve racial or ethnic balancing.
 - Implement or fund any student services program that provides **differential treatment** based on race, gender, or national origin, unless required by federal law.
 - Permit any College-sponsored student organization or program to **engage in racial or identity-based exclusivity**.
-

8. EL-13: Use of AI and Machine Learning – Non-Discriminatory AI Usage

Proposed Amendment:

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. Furthermore, the CEO shall not:

- Deploy AI in **student admissions, grading, or hiring** where it **utilizes race, ethnicity, or gender as a decision factor**.
 - Permit AI-driven decisions that **indirectly produce racial or gender-based disparities**.
 - Implement AI **without periodic audits** ensuring compliance with **Title VI**.
-

9. GP-01: Governance Style – Neutrality in Decision-Making

Proposed Amendment:

The Jackson College Board of Trustees will govern lawfully, with an emphasis on **merit-based decision-making and neutrality**. Furthermore:

- Governance decisions shall not be based on **race, gender, or ideological factors**.
- No Board policies shall **permit identity-based preferences**.

- Trustees shall **not endorse race-conscious governance initiatives**.
-

10. GP-09: Board Code of Conduct – Trustee Obligations to Federal Law

Proposed Addition:

The Board of Trustees affirms its duty to uphold federal law and govern impartially. Trustees shall:

- Ensure that all governance decisions **comply with Title VI, SFFA v. Harvard, and Executive Order 14173**.
 - Refrain from **advocating for, endorsing, or participating in race-based initiatives**.
 - Report any violations of **federal anti-discrimination laws** by College administration or faculty.
 - Undergo **annual training on federal non-discrimination policies** to ensure compliance.
-

11. GP-10: Investment in Governance – Prohibiting DEI Training

Proposed Amendment:

Consistent with its commitment to **neutral and lawfully compliant governance**, the Board shall:

- **Prohibit mandatory DEI-based Trustee training**.
 - Require **Title VI compliance training** for all Board members annually.
 - Ensure **any external monitoring services hired by the Board do not promote race-based policies**.
-

12. GP-11: Board Linkage with Ownership – Non-Discriminatory Engagement Policies

Proposed Amendment:

The Jackson College Board of Trustees serves all citizens of Jackson County equally, without bias toward any demographic group. In alignment with federal mandates, the Board shall:

- Ensure **neutral engagement** with community stakeholders, avoiding **race-conscious outreach strategies**.
 - Prohibit **Board or College-funded initiatives** that provide exclusive benefits to individuals based on **race, ethnicity, or gender**.
 - Require that all **public engagement surveys and strategic planning** efforts reflect a **diverse range of perspectives** without prioritizing any single identity group.
-

13. GP-13: Special Rules of Order – Safeguarding Governance Against Race-Based Policies

Proposed Amendment:

The Jackson College Board of Trustees meetings will be conducted in an orderly, effective process, ensuring:

- **No motions, proposals, or amendments shall introduce race-conscious hiring, admissions, or governance preferences.**
- **All Board-approved policies must pass legal review for compliance with Title VI and federal non-discrimination mandates.**



JACKSON COLLEGE BOARD OF TRUSTEES BY-LAWS

Title: By-Laws

Date Adopted: 11.11.94

Version: 18.0

Date Last Reviewed: 08.12.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist, Trustees Donna Lake & Christopher Simpson

Summary:

Bylaws provides a legally binding foundational governance framework for Jackson College, delineating the rules, procedures, and guidelines that govern its operations and the conduct of its board of trustees. Their primary purpose is to ensure that the College operates with transparency, accountability, and in alignment with our mission and values. Bylaws typically cover a wide scope, including the composition and election of the Board of Trustees, roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, and conflict of interest policies. They also outline procedures for amendments, ensuring adaptability to evolving educational and regulatory landscapes. By providing clear guidelines, bylaws help maintain organizational integrity, promote effective governance, ensure compliance with legal and regulatory requirements, and are focused only on the highest level of governance issues.

By-laws:

The enclosed by-laws shall constitute the structure, operation and responsibilities of Trustees in conducting formal business matters at its regular monthly board meetings for Jackson College.

1. Name of the Organization:

- a. The legal and official name of the organization shall be Jackson College.

2. Officers:

- a. The organizational meeting for election of officers shall be held on the day and at the time prescribed by law.
- b. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the duties of the office and such other functions as are designated by the Board of Trustees.

3. Duties of Officers:

- a. The Chairperson of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. He or she shall appoint all committees, as needed, unless otherwise directed by the Board.
- b. The Vice-Chairperson shall perform the duties of the Chairperson in the absence of the Chairperson. He/she shall perform other functions and duties as designated by the Board.

4. Removal of Officers

- a. Any officer of the Board may be removed for cause by resolution of a majority of the Board at a regular monthly meeting with the item appearing on the agenda for that meeting.

5. Meetings

All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.

- a. **Regular Meeting Dates:** All Regular Board Meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.
- b. **Regular Meeting Location:** Unless otherwise directed by the Board, all Regular meetings of the Board of Trustees shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201
- c. **Special Meetings:** Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the special meeting.
- d. **Notices:** Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.

Service of the notices, as above prescribed, may be made by a member of the Board, any employee of the board, or other person as directed by the Board Chairman.

- e. **Attendance at Meetings and Remote Participation:** All members of the Board should use every reasonable effort to attend all meetings of the Board of Trustees in person. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under circumstances allowed by the Michigan Open Meetings Act.
- f. **Place of Meetings:** Unless otherwise directed by the Board, all Board meetings will be held within the College service area of Jackson County.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees shall be limited to two hours. A vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.

6. **Other Electronic or Remote Communications:**

Neither the Board collectively, nor its individual members, may engage in electronic or other remote communications for the purpose of making a decision or deliberating towards a decision. This would include sequential communications forwarded to, or among, Board Members with respect to deliberations, opinions, or matters which could result in a Board decision.

This requirement applies at all times, including, by way of example, and not limited during the course of Board Meetings, except as noted in 5.c. above.

It is the express policy of the Board that all communications between and among Board Members shall comply with the Michigan Open Meetings Act, the purpose of which is to facilitate public access to official decision making.

7. **Committees of the Board:**

The Board of Trustees may authorize committees as deemed necessary. Committees shall report recommendations to the Board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.

8. Minutes of Proceedings:

- a. Minutes of the proceedings of the previous meeting shall be prepared by and electronically delivered to the members at least 48 hours before the time of the next regular meeting.
- b. The minutes of the preceding meeting shall be considered by the Board, then adopted and signed by the Board Chairperson, on behalf of the Board.
- c. All motions shall be accurately and completely recorded. The names of those who make motions and those who vote 'yeas' and 'nays' (or their equivalent) shall be recorded.
- d. The official minutes shall be bound and kept in the Office of the CEO, as well as posted on the College website.

9. Records Available:

All records of the Board of Trustees shall be available to citizens for inspection at the Office of the CEO during regular office hours.

10. Quorum:

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote of the members of the Board. Less than a quorum may adjourn to a future Board meeting.

11. Compensation and Expenses:

No member of the Board of Trustees may receive any compensation for any services rendered to the College District. Expenses of Board Members shall be reimbursed in accordance with College policy.

12. Transaction of Business:

The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

13. Order of Business:

The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

- 1.0 Call to Order & Pledge of Allegiance
- 2.0 Adoption of Minutes
- 3.0 Declaration of Conflict of Interest
- 4.0 Communications
- 5.0 Ownership Linkage

- 6.0 Items for Decision
- 7.0 Consent/Required Approvals Agenda
- 8.0 Monitoring CEO Performance
- 9.0 Monitoring Board Performance
- 10.0 Information Requested by the Board
- 11.0 Self-Evaluation of Governance Process & Board Performance at this meeting
- 12.0 Meeting Content Review
- 13.0 Adjourn

14. **Amendments:**

These by-laws may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board.

15. **Rules of Order:**

The latest edition of *Robert's Rules of Order*, and which sections pertain to "small board rules", shall govern the Board in its deliberations, except where it is inconsistent with these bylaws, or any applicable law(s). All members of the Board may vote on matters to be decided by the board unless excused by law.

16. **Public Participation at Board Meetings:**

Meetings of the Board of Trustees are meetings to conduct the business of the Board unto itself. These meetings shall be open for public attendance in accordance with the Michigan Open Meetings Act. Public communications to the Board of Trustees shall be exclusively addressed to the Board during the designated public comment section of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.

Persons who wish to present any matter of concern to the College must submit a written request using the speaker request form prior to the meeting. This request will be considered under the "Communications" section of the Board's agenda. In cases of emergency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chairperson will allot each speaker a maximum of five minutes, unless the time is modified by a majority vote of the Board.

If a large group wishes to communicate the same message, the Board Chairperson may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairperson also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

Public comments shall be received by the Board without individual commentary or engagement from Board members.

The Board Chairperson will inform speakers that their comments will be taken under advisement. This process ensures that public input is respected while maintaining the orderly conduct of Board meetings.

17. Governance Methodology:

The Jackson College Board of Trustees shall utilize Policy Governance model of governance (also known as the Carver Model of Governance, or the John Carver Model) practices in undertaking its work as a board.

18. Indemnification

To the full extent authorized under the laws of the State of Michigan, Jackson College shall indemnify any Trustee, serving at request of the Board, or by the vote of the Jackson County electorate, against expenses actually and necessarily incurred by such Trustee, in connection with the defense of any action, suit, or proceeding in which that Trustee is made a party by reason of being or having been in such a governance position, except in relation to matters as to which that Trustee shall have been adjudged in such action, suit, or proceeding to be liable for negligence or misconduct in the performance of a duty. The foregoing indemnification shall not be deemed exclusive of any other rights to which a Trustee may be entitled under any bylaw, agreement, or by resolution of the Board of Trustees.

Expenses (including reasonable attorneys' fees) incurred in defending a civil or criminal action, suit, or proceeding may be paid by the College in advance of the final disposition of such action, suit, or proceeding, if authorized by the Board of Trustees upon receipt of an undertaking by or on behalf of the Trustee to repay such amount if it shall ultimately be determined that such Trustee is not entitled to be indemnified hereunder.

The College may purchase and maintain insurance on behalf of any person who is or was a Trustee against any liability asserted against such person and incurred by such person in any such capacity or arising out of such person's status as such, whether or not the College would have the power or obligation to indemnify such person against such liability.

19. Continuity of Governance:

To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

20. Filling of Board Member Vacancies for an Unexpired Term:

In accordance with the Michigan Election Law (Act 116 of 1954), when less than a majority of a seats on the Board of Trustees become vacant, remaining members shall, within 30 days, undertake the meetings necessary to fill the vacancy(ies) with a qualified replacement.

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form signed by the candidate(s); 2) By means of voting, select the top three (3) for on-site interviews; 3) Conduct on-site interviews; 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

Date Of Change	Version	Description of Change	Responsible Party
9/6/2011	1.0	Initial Release	M. Fall
7/13/2012	2.0	Edit from Board	A. Stiers
12/12/2012	3.0	Addition of Pledge of Allegiance	A. Stiers
7/08/2013	4.0	Edits from CEO and Chief of Staff	Chief of Staff
7/14/2014	5.0	Annual Review by the CEO and Board	Chief of Staff
7/15/2015	6.0	Annual Review by the CEO and Board	Chief of Staff
7/11/2016	7.0	Annual Review by the CEO and Board	Chief of Staff
7/10/2017	8.0	Annual Review by CEO and Board	Chief of Staff
7/9/2018	9.0	Annual Review by CEO and Board	Chief of Staff
9/10/2018	10.0	Annual Review	Chief of Staff
3/11/2019	11.0	Edits	Chief of Staff
5/13/2019	12.0	Review and Edits. Change from being a policy to standalone By-laws	Chief of Staff
11/11/19	13.0	Edits based on feedback from Board following planning session and Policy Governance work.	Chief of Staff
2/14/22	14.0	February Board Meeting returned to the second Monday of the month. Language edits regarding remote participation. General formatting adjustments.	CEO
9/12/22	15.0	Additions and edits for: Indemnification (new), Continuity of Governance (new), Filling of Board Member Vacancies for an Unexpired Term (new), Rules of Order (change)	CEO

8/14/23	16.0	<p>Significant edits during annual review to the following sections:</p> <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO
8.12.24	18.0	Clarifying language added. Public participation stipulations further defined. Super-majority requirement for making amendments to the bylaws added.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 09.09.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson, &
Trustee Hoffman

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, inequitable, disrespectful, or unnecessarily intrusive.

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

1. Define “equity” as anything other than equal opportunity based on individual merit.
- 4.2. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 4.1.2.1. Allow learners to be without current, enforced policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
3. Deliver programs in a manner that is insensitive to learners’ culture.
 - 2.3.1. Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.
- 3.4. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.
 - 3.1.4.1. Use forms or procedures that elicit information for which there is no clear necessity.

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~~3.2.4.2.~~ Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.

5. Permit student services, admission, registration, evaluation, or recognition processes or policies that treat learners inequitably.

~~4.6.~~

~~5.7.~~ Permit inequitable, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

~~5.4.7.1.~~ Retaliate against any learner for non-disruptive expression of dissent.

~~6.8.~~ Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.

~~6.4.8.1.~~ Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.

~~7.9.~~ Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO
9.9.24	3.0	Regular Review – regrouping and consolidation of policy items 5 and 7.	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Staff

Policy Number: EL 02

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 09.09.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson,
Trustee Hoffman

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staff's ability to do their jobs.

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

1. Define "equity" as anything other than equal opportunity based on individual merit.

4.2. Allow staff to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.

4.1.2.1. Permit staff to be without adequate protection from harassment and bias.

4.2.2.2. Permit staff to be uninformed of the performance standards by which they will be assessed.

4.3.2.3. Permit staff to be without a means by which to file a grievance / complaint independent of the College.

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

3.4. Retaliate against any staff member for non-disruptive expression of dissent as described within College policy.

4.5. Permit staff to be without reasonable opportunity for professional growth and development.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed Regular Review – amendments throughout – addition of 1.3	CGO
9.9.24	3.0	Regular Review – minor reference to College policy addition in item 3.	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Asset Protection

Policy Number: EL 05

Date Adopted: 01.13.20

Version: 6.0

Date Last Reviewed: 04.15.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Thomas
Trustee Heins

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained or unnecessarily risked.

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

1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.
 - 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.
 - 1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.
 - 1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.
 - 1.2. Permit the organization to have inadequate privacy/cyber insurance.
2. Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
3. Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.
4. Allow the College to have insurance for theft and crime coverage that is less than

community college industry standards.

5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.
 - 5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.
6. Receive, process or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.
7. Make any purchases that do not result in an appropriate level of quality, after-purchase service, and value for the dollar expended, or do not provide opportunity for fair competition.
 - 7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.
 - 7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole-source' provider. Orders shall not be split to avoid these criteria.
 - 7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality; 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.
 - 7.37.4 Use College financial resources to support identity-based initiatives that conflict with federal non-discrimination laws.
 - 7.47.5 Allow vendors to be without information critical to their receiving equitable consideration in competitive bidding.
8. Allow College intellectual assets to be unprotected or exposed to loss or significant damage.
9. Endanger the organization's public image, credibility, or its ability to accomplish Board ENDS.
 - 9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.
 - 9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.
 - 9.29.3
 - 9.39.4 Publicly position the College in support of, or opposition to, any known political organization, or candidate for public office.
 - 9.49.5 Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.
 - 9.5. Allow relationships with Owners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of ENDS.
10. Change the organization's name or substantially alter its identity in the community.

11. Create or purchase any subsidiary corporation.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.13.20	2.0	Edits to original policy recommend by CFO and CEO to enhance clarify of policy	Chief of Staff
10.05.21	3.0	Minor edits based upon actual practice	President & CEO
11.08.21	4.0	Minor edits based upon actual practice	President & CEO
5.9.22	4.0	Regular Review – Approved	CEO
4.10.23	5.0	Minor clarifying edits	CEO
4.15.24	6.0	Regular Review – elimination of the word “minority”.	CGO

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Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Organization Culture

Policy Number: EL 09

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 11.04.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Heins,
Trustee Thomas

EXECUTIVE LIMITATIONS 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.
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.
3. Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.
 - 3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.
 - 3.2. Permit research that has not been subject to independent ethical review.
4. Operate without an annual assessment or methodology of determining organizational cultural health.
- 4.5. Implement any human resources policies that are inequitable or not based on merit.

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Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
1.11.21	2.0	Edits following work on monitoring report with consultant	Chief of Staff
2.14.22	2.0	Regular review – no changes	CEO
11.14.22	2.0	Regular Review – Approved	CEO
11.13.23	3.0	Regular Review – addition to item 2 of independent of the College and a new item 4 re: org. culture annual assessment.	CGO
11.04.24	3.0	Regular Review – Approved	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Access to Education

Policy Number: EL 10

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 01.13.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Lake, &
Trustee Simpson

EXECUTIVE LIMITATIONS 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 learners 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.
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.
3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.
4. Permit academically qualified learners to be without an environment that enables them to complete their educational programs.
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.

6. Permit the development of any action that is inequitable or not based on merit.

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Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
2.1.21	1.0	Regular Review – Approved	Chief of Staff
2.09.22	1.0	Regular Review – Approved	CEO
01.09.23	2.0	Regular Review – Approved amendments to 1.0 and minor language throughout	CEO
1.8.24	3.0	Regular Review – minor amendments throughout	CGO
1.13.25	3.0	Regular Review – no changes	CGO



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.

Date Of Change	Version	Description of Change	Responsible Party
<u>2.17.25</u>	<u>1.0</u>	<u>Adoption.</u>	<u>CGO</u>



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: ENDS

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

Policy Number: EN-01

Date Adopted: 8.12.19

Version: 4.0

Date Last Reviewed: 06.10.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Vice-Chairperson Patterson,
& Trustee Hoffman

GLOBAL ENDS STATEMENT:

Jackson College exists so that:

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

1. Citizens experience a distinctive, collaborative, innovative institution that is responsive to the regional needs of workforce training, capacity building, and economic development.
 - 1.1 Learners complete degrees and obtain industry-recognized credentials of value in the workplace.
 - 1.1.1 Graduates have the credentials that lead to employment that provides family-sustainable wages.
 - 1.1.2. Ongoing regional labor force and employment needs are identified and supported.
 - 1.2 Employers have properly qualified people available to meet their needs.
 - 1.3 Employers have avenues for employee training.
 - 1.4 The region has enhanced capacity for entrepreneurial innovation.

2. Learners seeking to transfer to baccalaureate granting institutions have the requisite qualifications, skills and abilities for success at those institutions.
 - 2.1. Current and prospective learners have accurate information about transfer agreements and opportunities.
3. ~~Diverse~~-All populations of learners experience learning and academic success responsive to their unique whole learner needs.
 - 3.1. Educational opportunities exist for those that might not otherwise have them.
 - 3.2. Learners have access to learning and academic support consistent with current technology and research.
 - 3.3. Learners have ancillary support that meet their unique needs.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release of new Ends policy following Policy Governance consulting work.	Chief of Staff
04.11.22	2.0	Opening statement language updated to reference “All those who choose to enroll” (as opposed to “Residents of Jackson County and non-chartered Counties”)	CEO
8.8.22	2.0	Regular Review – Approved	CEO
6.12.23	3.0	Regular Review – Edits Approved	CGO
6.10.24	4.0	Regular Review – EN-01 split into 3 separate EN policies.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Governing Style

Policy Number: GP 01

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 02.12.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson
Trustee Hoffman

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees will govern lawfully, with an emphasis on outward vision, a commitment to obtaining Ownership input, the encouragement of diversity of viewpoints with an emphasis on merit-based decision-making and neutrality, strategic leadership, clear distinction of Board and CEO roles, collective decision-making, and a proactive, future-focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the CEO, will be responsible for excellence in governing. The Board will initiate policy, not merely react to CEO initiatives. The Board will use the expertise of individual Trustees, Board committees and the CEO to enhance the ability of the Board, as a body, to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owners' values and perspectives and that are compliant with law. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline that is needed in order to govern with excellence. Self-discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, Board behavior, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those policies currently in force.

4. The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.
5. Board members will openly share their views and listen to and consider the input of others.
6. Board members will support each other and the CEO in order to be successful in their work.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
3/14/22	1.0	Regular Review – Approved	CEO
2/13/23	1.0	Regular Review – Approved	CEO
2/12/24	2.0	Regular Review – Policy items 5 & 6 added	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Code of Conduct

Policy Number: GP-09

Date Adopted: 6.8.20

Version: 4.0

Date Last Reviewed: 5.13.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Crist,
Trustee Lake,
Trustee Simpson

GOVERNANCE PROCESS STATEMENT:

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

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations, or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - 3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse themselves without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.

- 3.3. Trustees will not use their Board position to obtain employment with, furnish services or goods from the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.
- 3.4. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.
4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the CEO.
 - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media, or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.
6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of Board meetings.
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional, and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
11. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct.
12. Trustees who are found to have violated the Board's Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

Date Of Change	Version	Description of Change	Reviewing Trustees
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
5.8.23	2.0	Regular Review w/ minor edits	CGO, CEO
6.12.23	3.0	Regular Review Part II – Approved - Definition of reprimand provided in item 12.	CGO
5.13.24	4.0	Regualr review – minor grammar edit.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Investment in Governance

Policy Number: GP 10

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

Consistent with its commitment to neutrality and excellence in governance, the Jackson College Board of Trustees will invest in its governance competencies.

1. Anyone who is, or is considering becoming a candidate for Trustee shall be provided with information that clearly outlines the role of the Board and the Board's expectations of a Trustee, including the Policy Governance methodology.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.1. New Trustees shall receive a complete orientation inclusive of an assigned mentor to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
 - 2.2. Trustees shall have ongoing opportunity for continued education to enhance their Policy Governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Owner viewpoints and values.
 - 2.4. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to fiscal audit.
 - 2.4.2.5.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.

- 3.1. The Board will establish annually, prior to the budget cycle, an annual budget for its own governance and related functions, which shall include funds for Board and Board committee meeting costs; Board education, recruitment and orientation; costs of fiscal audit, legal counsel and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to Owner viewpoints and values, professional development, travel, etc. The Board shall be accountable for the use of this budget.
4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.
- ~~4.1. The Board will evaluate and discuss the Board's process and performance at each meeting.~~
- ~~4.2. Under the leadership of the Board Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan for improvement of identified areas.~~
- 4.2.1.4.1.1. The Board will monitor its adherence to its own Governance Process and Board – ~~CEO~~President Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to an annual schedule.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
03.13.23	1.0	Regular Review - Approved	CEO
03.11.24	2.0	Regular Review – Minor edits & Omission of Schedule	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with Ownership

Policy Number: GP 11

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 01.13.25

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Trustee Lake, &
Trustee Simpson

GOVERNANCE PROCESS 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, identities or other interest groups.

1. When making governance decisions, Trustees shall maintain a distinction between their personal interests as customers, 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 agent of the Owners, the Board is obligated to identify and know what the Owners want and need from a strategic, long-term perspective.

2. 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.

2.1. Ensure neutral engagement with the Ownership.

2.2. All Owner surveys and strategic planning efforts will reflect a diverse range of perspectives.

2.3.

- 3.4. 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.

3.1.4.1. All Trustees are accountable to the Board for participating in the linkage with Owners as identified in the plan.

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

- When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the Ownership regarding what strategic benefits this organization should provide, for whom, and the relative priority of those benefits.
- The Owners are aware that the Board is interested in their perspective, as Owners and not as customers.
- If asked, the Owners would say that they have had opportunity to let the Board know their views.
- The Owners are aware of how the Board has used the information they provided.
- The outcomes of the deliberations with the Owners are policy related matters rather than operational or customer-based matters.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
01.09.23	1.0	Regular Review – No changes	CEO
4.15.24	2.0	Postponed from regular February 2024 review – minor references to strategy added.	CGO
1.13.25	2.0	Regular Review – No changes.	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Special Rules of Order

Policy Number: GP 13

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 11.04.24

Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairperson Crist,
Trustee Heins
Trustee Thomas

GOVERNANCE PROCESS 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).

1. All by-law obligations respecting Board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. 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.
4. 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.
5. Trustees must keep their comments relevant to the issue under consideration.
6. Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.
7. 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.
 - 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.
 - 7.2. A motion to amend a main motion may be amended, but third level amendments are out of order.

- 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.
8. Trustees may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.
9. 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.
10. A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.
 - 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).
11. 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.
 - 11.1. All Board-approved policies must pass legal review for compliance with Title VI and federal non-discrimination mandates.
12. 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.
13. A Trustee may request to have his or her vote on the record.
14. 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.

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Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
11.14.22	1.0	Regular Review – Approved	CEO
11.13.23	2.0	#3 was revised to include a majority vote prevision and #12 was revised to align with current practices.	CGO
11.4.24	3.0	Elimination of reference to consensus voting.	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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

6.1 Governance Process

6.1.2 GP-02 Board Job Contributions – Regular Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions

Description:

Enclosed for its regularly scheduled review is policy GP-02. Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I recommend edits that are tracked in the enclosed version for the Board's consideration.

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-02 Board Job Contributions.

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: GOVERNANCE PROCESS

Policy Title: Board Job Contributions

Policy Number: GP 02

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

As an informed agent of the Ownership, the Jackson College Board of Trustee's specific job products are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the Owners and the College.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
 - 2.1. Ends: What good or benefit the organization is to produce, for which recipients, at what value.
 - 2.2. Executive Limitations: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
 - 2.3. Governance Process: Specification of how the Board conceptualizes, carries out, and monitors its own task.
 - 2.4. Board-Management Delegation: How authority is delegated and its proper use monitored, including the President role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations.
 - 3.1. Continuity of the ~~President~~CEO role and function.
 - 3.2. Structured monitoring of the ~~President~~CEO as outlined in Board-Management Delegation policies.

4. Ongoing cognizance of federal, state, and local governmental bodies, as well as with other public and private organizations, regarding the immediate and prospective requisites of the College in fulfilling its ENDS.
 - 4.1 ~~The Board shall engage in an annual strategic exercise to ascertain and prioritize the College's requirements for representation and advocacy before governmental bodies, as well as public and private institutions.~~
 - 4.2 ~~When deliberating on whether to endorse proposals (or proposed initiatives) submitted by governmental entities, public organizations, or private sector entities, the Board shall apply the following evaluative criteria:~~
 - ~~• The likelihood of the proposed initiative impeding the College's ability to achieve the stated ENDS.~~
 - ~~• The potential ramifications of the proposed action on the long-term strategic interests of the College.~~
 - ~~• The possibility that the proposed initiative could infringe upon, and/or dilute the CEO's vested authority in managing operational Means decisions.~~
 - ~~• The maintenance of political neutrality, not adopting political positions or political endorsing candidates.~~
5. Operational decisions that the Board has prohibited the ~~President-CEO~~ from making by its Executive Limitations policies.
 - 5.1. Decisions regarding acquisition, encumbering or disposal of land or buildings. [EL-4 item 8]
 - 5.2. Decisions regarding individual expenditures that do not meet the conditions in EL-5, item 6.
 - 5.3. Decisions regarding change of organizational name or identity in the community. [EL-5 item 11]
 - 5.4. Decisions regarding the naming or change of the name of a College building or facility. [EL-5 item 12]
 - 5.5. Creation of a subsidiary that does not meet the conditions in EL-5, item 14.
 - 5.6. Decisions regarding the ~~President's-CEO's~~ own compensation and benefits. [EL-6 item 1]

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Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Regular Review	Chief of Staff
4.11.22	2.0	Regular Review – Approved	CEO
3.13.23	2.0	Regular Review – Approved	CEO
3.11.24	3.0	Regular Review – Addition of policy item #4 regarding governmental bodies.	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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

6.1 Governance Process

6.1.3 GP-04 Role of Board Chair – Regular Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-04 Role of Board Chair

Description:

Enclosed for its regularly scheduled review is policy GP-04. Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I recommend minor edits that are tracked in the enclosed version for the Board's consideration.

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-04 Role of Board Chair.

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: GOVERNANCE PROCESS

Policy Title: Role of the Board Chair

Policy Number: GP 04

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board Chair (i.e., Chief Governance Officer - CGO), a specially empowered member of the Board, assures the integrity of the Board's process.

1. The assigned result of the Board Chair/CGO's job is that the Board behaves consistently within its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
 - 1.2. Information that is neither for monitoring performance nor for Board decisions will be avoided or minimized and always noted as such.
 - 1.3. Deliberation will be timely, fair, orderly, and thorough, but also efficient and kept to the point.
 - 1.4. The Board's Vice-Chair will be sufficiently informed of Board issues and processes to provide continuity in the event of planned or unexpected Board Chair/CGO absences.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a President-CEO and (b) instances where the Board specifically delegates portions of this authority to others. The Board Chair/CGO is authorized to use any reasonable interpretation of the provisions in these policies.
 - 2.1. The Board Chair/CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - 2.2. The Board Chair/CGO is authorized to appoint the members of all Board committees.
 - 2.3. The Board Chair/CGO has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the Board Chair/CGO has no authority to independently supervise or direct the PresidentCEO.
 - 2.4. The Board Chair/CGO may represent the Board to outside parties in announcing Board-stated positions and in stating the Board Chair/CGO's decisions and interpretations within the area delegated to the Chair.
 - 2.5. The Board Chair/CGO may delegate this authority, but remains accountable for its use.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Regular Review	Chief of Staff
4.11.22	2.0	Regular Review – Approved	CEO
3.13.23	2.0	Regular Review – Approved	CEO
3.11.24	2.0	Regular Review – Approved	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: March 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

6.1 Governance Process

6.1.4 GP-10 Investment in Governance – Regular Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-10 Investment in Governance

Description:

Enclosed for its regularly scheduled review is policy GP-10. Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I recommend edits that are tracked in the enclosed version for the Board's consideration.

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-10 Investment in Governance.

Action Taken:

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



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Investment in Governance

Policy Number: GP 10

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

Consistent with its commitment to neutrality and excellence in governance, the Jackson College Board of Trustees will invest in its governance competencies.

1. Anyone who is, or is considering becoming a candidate for Trustee shall be provided with information that clearly outlines the role of the Board and the Board's expectations of a Trustee, including the Policy Governance methodology.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.1. New Trustees shall receive a complete orientation inclusive of an assigned mentor to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
 - 2.2. Trustees shall have ongoing opportunity for continued education to enhance their Policy Governance capabilities.
 - 2.3. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to Owner viewpoints and values.
 - 2.4. Outside monitoring assistance will be arranged so that the Board can exercise sufficient control over organizational performance. This includes, but is not limited to fiscal audit.
 - 2.4.2.5.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.

- 3.1. The Board will establish annually, prior to the budget cycle, an annual budget for its own governance and related functions, which shall include funds for Board and Board committee meeting costs; Board education, recruitment and orientation; costs of fiscal audit, legal counsel and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to Owner viewpoints and values, professional development, travel, etc. The Board shall be accountable for the use of this budget.
4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.
- ~~4.1. The Board will evaluate and discuss the Board's process and performance at each meeting.~~
- ~~4.2. Under the leadership of the Board Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan for improvement of identified areas.~~
- 4.2.1.4.1.1. The Board will monitor its adherence to its own Governance Process and Board – ~~CEO~~President Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to an annual schedule.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
03.13.23	1.0	Regular Review - Approved	CEO
03.11.24	2.0	Regular Review – Minor edits & Omission of Schedule	CGO