

6.1.5	<u>BCD-00 Global Board-CEO Delegation Statement – Regular Policy Review*</u>	96
6.2	Executive Limitations	99
6.2.1	<u>EL-12 Land Use – Regular Policy Review*</u>	99
6.2.2	<u>EL-12 Land Use – Interpretations Assessment*</u>	102
7.	Consent / Required Approvals Agenda	106
7.1	<u>Bonds Sale - Ratification Resolution Approval*</u>	106
8.	Monitoring CEO Performance	111
8.1	<u>EL-11 Mission-Support & Entrepreneurial Activity – Evidence Review*</u>	111
8.2	<u>CEO Monitoring Compliance Schedule & Summary*</u>	121
9.	Monitoring Board Performance	125
9.1	<u>GP-00 Governance Commitment – Board Survey Results</u>	125
9.2	<u>GP-01 Governing Style – Board Survey Results</u>	127
9.3	<u>BCD-06 CEO Compensation – Board Survey Results</u>	132
9.4	<u>Consideration of New Board Performance Monitoring Methodology</u>	137
10.	Information Requested by the Board	139
10.1	<u>College Feature: Theatre Department</u>	139
10.2	<u>Next Board Meeting Topics</u>	140
11.	Self-Evaluation of Governance Process & Board Performance at this Meeting	141
11.1	<u>Principles of Policy Governance</u>	141
12.	<u>Meeting Content Review</u>	142
13.	<u>Adjourn*</u>	143

(*) Indicates a roll-call item



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

6.1.5 BCD-00 Global Board-CEO Delegation Statement – Regular Policy Review*

BOARD POLICY: BOARD CEO DELEGATION: BCD-00 Global Board-CEO Delegation Statement

Description:

Enclosed for its regularly scheduled review is policy BCD-00. Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I do not recommend any edits at this time.

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy BCD-00 Global Board-CEO Delegation Statement.

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: BOARD-CEO DELEGATION

Policy Title: Global Statement

Policy Number: BCD-00

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GLOBAL BOARD-CEO DELEGATION STATEMENT:

The Board's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled President & CEO, hereinafter "CEO".

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
8.30.23	2.0	All-policies wide integration of the use of “CEO” (as opposed to “President”) and indication of the responsible party as CGO.	Chief Governance Officer
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

6.2 Executive Limitations

6.2.1 EL-12 Land Use – Regular Policy Review*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Executive Summary:

Enclosed for its regularly scheduled review policy EL-12. Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I recommending a minor edit.

I appreciate your consideration of this policy.

Resource Impact:

None

Requested Board Action:

Consideration of policy EL-12 Land Use.

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: EXECUTIVE LIMITATIONS

Policy Title: Land Use

Policy Number: EL 12

Date Adopted: 11.11.19

Version: 3.0

Date Last Reviewed: 3.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

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

1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.
2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.
3. Permit development that is not energy efficient and to a reasonable extent, minimizes adverse environmental impacts and preserves the natural landscape.
4. Permit new development that does not meet at least one of the following criteria:
 - Provision of enhanced learning and ancillary space consistent with ENDs achievement.
 - Extending the College's alliances with business, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.

- Creation of opportunity to generate new revenue streams.
- An opportunity to differentiate the College's learning and co-curricular environment.
- Positioning the College as an innovative leader in new programs targeted at future market opportunities.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Small Changes to policy to better align with College practices	CEO
4.11.22	2.0	Regular Review – Approved	CEO
3.13.23	3.0	Small Changes to policy to better align with College practices	CEO
3.11.24	3.0	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

6.2 Executive Limitations

6.2.2 EL-12 Land Use – Interpretations Assessment*

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Executive Summary:

Attached for their regular assessment are my interpretations for policy EL-12.

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

I appreciate your consideration of my interpretations statement.

Resource Impact:

None

Requested Board Action:

Consideration of accepting or not accepting my interpretations for policy EL-12 Land Use as demonstrating a reasonable interpretation of the policy.

Action Taken:

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



Jackson College Board of Trustees

Interpretation Assessment: EL-12 Land Use

Report Date: 03.17.25

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

POLICY STATEMENT:

The CEO shall not allow development of the campus or other College lands in a manner that is inconsistent with the core business of the College, environmentally irresponsible, aesthetically displeasing, or that does not make the most effective use of land.

INTERPRETATION:

~~The Board has further clarified “development that is inconsistent with the core business of the College” in policy items #1 and #2 below; “environmentally irresponsible” in policy item #3; and “aesthetically displeasing” in items #2 and #3; and “effective use of land” in policy items #1, #3 and #4 below. I interpret compliance with those four items will constitute compliance with this policy.~~

~~This interpretation is reasonable because it addresses, below, all aspects of the global policy statement.~~

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

- 1. Allow the College to be without a long-term land use plan for future development that will avoid infrastructure redundancy and redevelopment costs.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) There is an infrastructure plan documenting all existing utilities (gas, water, sanitary and storm sewers, electrical, and structured cabling) below ground prepared-available for use by the College for planning and construction purposes.
- b) There is a site development plan documenting all existing and contemplated future sites of performance and educational spaces, fields,

storage, parking lots, sidewalks, buildings, [green spaces](#), and roadways.

This interpretation is reasonable because an infrastructure plan is widely recognized in the industry as providing decision-making data necessary for any future development. Further, the infrastructure map of existing utilities, as well as the site development plan, are consistent with architectural, engineering and construction codes, and all legal requirements necessary for any [future](#) development to proceed.

2. Permit joint ventures or partnerships that do not provide for design and construction standards consistent with overall campus design.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Contracts for joint venture partnerships specify that proposed building designs are consistent with, and complementary to, [historical and](#) existing campus design philosophy, facility design, and operational elements; and
- b) ~~As president, I approve~~ [Only the College CEO approves](#) all joint ventures and partnerships, in part, according to other Board Executive Limitation Policies.

This interpretation is reasonable because it ensures that the College-determined requirements for consistency with campus design are maintained and ultimately reviewed by the Board's CEO.

3. Permit development, new construction or reconstruction that is not energy efficient or does not, to a reasonable extent, minimize adverse environmental impacts and preserve the natural landscape.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) All [future](#) development projects have met construction regulations set by [all required](#) local, state, federal environmental entities;
- b) A third-party natural landscaping expert confirms that all College planned projects include ~~complementary~~ natural landscape elements [complementary to the campus and geographic region of the](#) country; and
- c) Project designs provide for [review and consideration of](#) energy efficient, low-cost operation and considers the use of 'green building design' Leadership in Environmental Design (LEED) certification standards.

This interpretation is ~~a~~ reasonable ~~interpretation~~ because it considers industry

standards, as well as ~~meets-addresses~~ regulations set forth by local, state, and federal bodies. Further, LEED standards were developed by the external Green Building Council, as a globally accepted, building rating system, for every type of building, guiding construction methods, that provide for healthy, efficient, and cost-saving buildings, both in terms of construction methods, as well as in building operations.

4. Permit new development that does not meet at least one of the following criteria:

- **Provision of enhanced learning and ancillary space consistent with ENDS achievement.**
- **Extending the College's alliances with business, industry, colleges, universities, or other organizationally mission-compatible non-profit organizations.**
- **Creation of opportunity to generate new revenue streams.**
- **An opportunity to differentiate the College's learning and co-curricular environment.**
- **Positioning the College as an innovative leader in new programs targeted at future market opportunities.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) When all ~~undertaken-future~~ projects are consistent with at least one of the criteria listed in this policy section.
- b) At least one of the six aforementioned thresholds are achieved and is documented.

This interpretation is reasonable because the Board has identified the aforementioned specific criteria to be met and requires the CEO to provide explicit demonstration of compliance, through monitoring, with said criteria.



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?

7.0 Consent / Require Approval Agenda

7.1 Bonds Sale – Ratification Resolution Approval*

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

Executive Summary:

Following the Board's approval of the Applied Technologies Center (ATC) building project and affiliated bond resolution at the 01.13.25 JC Board of Trustees meeting, enclosed is the Ratification Resolution for the sale of the bonds, which requires the approval of the Board.

I appreciate your consideration of the Ratification Resolution.

Resource Impact:

None

Requested Board Action:

Approval of the Ratification Resolution for the sale of the ATC affiliated bonds.

Action Taken:

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

Jackson College, Michigan (the “Issuer”)

A regular meeting of the board of trustees of the Issuer (the “Board”) was held in the Boardroom of the Geroge Potter Center, within the boundaries of the Issuer, on the 17th day of March, 2025, at 6:30 o’clock in the p.m. (the “Meeting”).

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

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

Absent: Trustees

The following preamble and resolution were offered by Trustee _____ and supported by Trustee N/A:

WHEREAS:

1. By resolution adopted on January 13, 2025 (the “Bond Resolution”), this Board authorized the issuance of not to exceed Five Million Eight Hundred Thousand Dollars (\$5,800,000) 2025 College Facility Bonds (the “Bonds”); and

2. Pursuant to the Bond Resolution, the Issuer delegated authority to the Issuer’s President and/or the Chief Financial Officer (each an “Authorized Officer”) to accept a bid on behalf of this Board for the sale of the Bonds within the parameters established in the Bond Resolution; and

3. On March 12, 2025, the Issuer received seven (7) bids for the purchase of the Bonds, which were presented to an Authorized Officer for consideration; and

4. Based upon the written recommendation of the Issuer's financial consulting firm, an Authorized Officer accepted the offer of Fifth Third Securities, Inc. (the “Purchaser”), to purchase the Bonds pursuant to the authority delegated in the Bond Resolution, and the Board desires to ratify and affirm the acceptance of the offer.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Authorized Officer’s acceptance of the offer of the Purchaser as set forth in its bid, and the terms and conditions set forth therein, presented to the Authorized Officer on March 12, 2025, to purchase the Bonds at a purchase price of \$5,795,590.95, which is the par value of the Bonds, less the Underwriter’s discount of \$411,250.95, is hereby ratified and affirmed. The Bonds shall be issued in the aggregate principal amount of \$5,400,000 and designated 2025 College Facility Bonds (General Obligation - Limited Tax).

2. The Bonds shall be dated April 2, 2025, and shall mature on May 1 of the years 2027 to 2030, inclusive, on which interest is payable commencing November 1, 2025 and semi-

annually thereafter on May 1 and November 1, at the rates and in the principal amounts set forth in Exhibit A.

3. The Bonds are not subject to redemption prior to maturity.

4. Blank Bonds with the manual or facsimile signatures of the Chairperson and Vice Chairperson affixed thereto, shall, at the direction of bond counsel and as necessary, be delivered to the Paying Agent for safekeeping to be used for registration and transfer of ownership.

The Bonds shall be registered as to principal and interest in the name of the Purchaser and are transferable as provided in the Bond Resolution only upon the books of the Issuer kept for that purpose by the Paying Agent, by the registered owner thereof in person or by an agent of the owner duly authorized in writing, upon the surrender of the Bond together with a written instrument of transfer satisfactory to the Paying Agent duly executed by the registered owner or agent thereof and thereupon a new Bond or Bonds in the same aggregate principal amount and of the same maturity shall be issued to the transferee in exchange therefor as provided in the Bond Resolution, and upon payment of the charges, if any, therein provided. The Bonds are issuable in denominations of \$5,000, or any integral multiple thereof, not exceeding the aggregate principal amount for each maturity.

5. The Issuer's Chief Financial Officer is further directed to cause the proceeds from the sale of the Bonds to be credited to the herein established BOND ISSUANCE FUND in the amount of the anticipated costs of issuance for the Bonds and the remainder of the bond proceeds to be deposited in the herein established CAPITAL PROJECTS FUND and to cause the premium that is intended to be used for capital purposes, if any, to be deposited to the CAPITAL PROJECTS FUND and other premium and accrued interest received at the time of delivery to be transferred to the 2025 COLLEGE BOND DEBT RETIREMENT FUND. Any amounts remaining in the BOND ISSUANCE FUND after payment of all costs of issuance for the Bonds shall be transferred to the CAPITAL PROJECTS FUND.

6. Upon delivery of the Bonds, the accrued interest, if any, shall be deposited in the Debt Retirement Fund for the Bonds and the balance of the Bond proceeds shall be used as follows:

A. The approximate sum of \$78,228.38 shall be used to pay the costs of issuance of the Bonds, and any balance remaining from that sum after paying the costs of issuance shall be deposited in the 2025 Capital Projects Fund.

B. The sum of \$5,717,362.57 shall be deposited to the 2025 Capital Projects Fund.

7. The Issuer hereby appoints The Huntington National Bank, Grand Rapids, Michigan, as Paying Agent-Bond Registrar and directs an Authorized Officer to execute for and on behalf of the Issuer a Paying Agent-Bond Registrar Agreement.

8. The Issuer hereby designates the Bonds of this issue as "qualified tax-exempt obligations" for purposes of deduction of interest expense by financial institutions under the provisions of the Internal Revenue Code of 1986, as amended. In making said designation, the Issuer determines that the reasonably anticipated amount of tax-exempt obligations which will be issued by the Issuer or entities which issue obligations on behalf of the Issuer during calendar year 2025 will not exceed \$10,000,000.

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

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

Nays: Trustees

Resolution declared adopted.

Chairperson, Board of Trustees

The undersigned duly qualified and acting Chairperson 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).

Chairperson, Board of Trustees

CJI/keh



EXHIBIT A

555 Briarwood Circle
Suite 333
Ann Arbor, MI 48108

734.994.9700
734.994.9710 fax
www.pfm.com

BOND PRICING

\$5,400,000
JACKSON COLLEGE
STATE OF MICHIGAN
2025 COLLEGE FACILITY BONDS
(GENERAL OBLIGATION - LIMITED TAX)
FINAL - MARCH 12, 2025

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Serial Bonds:					
	05/01/2027	1,000,000	5.000%	2.770%	104.476
	05/01/2028	1,000,000	5.000%	2.840%	106.325
	05/01/2029	1,085,000	5.000%	2.910%	107.984
	05/01/2030	2,315,000	5.000%	3.000%	109.357
		5,400,000			

Dated Date	04/02/2025	
Delivery Date	04/02/2025	
First Coupon	11/01/2025	
Par Amount	5,400,000.00	
Premium	411,250.95	
Production	5,811,250.95	107.815758%
Underwriter's Discount	(15,880.00)	(0.290000%)
Purchase Price	5,795,590.95	107.325758%
Accrued Interest		
Net Proceeds	5,795,590.95	



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>
8.0 Monitoring CEO Performance 8.1 EL-11 Mission-Support & Entrepreneurial Activity – Evidence Review* <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-11 Mission-Support & Entrepreneurial Activity
Description:
Enclosed for your review is the evidence (i.e., Monitoring Report) for EL-11 Mission-Support & Entrepreneurial Activity. You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations. Thank you for your consideration of this monitoring report. I will respond to any questions you have about the report.
Resource Impact:
None
Requested Board Action:
Board assessment of the report for Policy EL-11 Missions-Support & Entrepreneurial Activity evidence of full compliance with a reasonable interpretation of the policy.
Action Taken:
A record of action(s) taken will be indicated in the minutes for this meeting.



Jackson College Board of Trustees

Monitoring Report: EL – 11 Mission-Support & Entrepreneurial Activity

[FULL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-11: "Mission-Support & Entrepreneurial Activity". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

03.17.25

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

Date

POLICY STATEMENT:

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

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

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

INTERPRETATION:

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

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

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

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

Compliance will be demonstrated when:

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

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

EVIDENCE:

- a) The College's CFO confirmed on 02.28.25 that, prior to FY '22, though analyses were conducted, no formal business plans were created or maintained. Beginning in FY '22, new business plans are being generated and retained by the College's Business Office. To date no new business plans have been generated since the beginning of FY '24.
- b) The CFO confirmed on 02.28.25 that all ancillary activities were considered in

projections for fully-burdened expenses, and annual revenues over expenses as noted in the table below with relevant Revenue/Expense ratios.

Activity	Activity Type	Revenue/Expense Ratio
Child Care	Mission-Support	1.12
Jets Store	Mission-Support	1.58
Hospitality Services	Mission-Support	1.04
Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.02
JPEC	Mission-Support	1.90
TRIO	Grant-Based Mission Support	1.03
Perkins	Grant-Based Missions Support	1.00
Harriet's Hub	Mission-Support	N/A
Cultural Affairs	Mission-Support	0.53
Residence Life	Mission-Support	2.47
Space Leases	Revenue-Enhancement	Expenses not directly tied to Revenues
Athletics	Mission-Support	N/A
Security	Mission-Support	N/A
Student Life	Mission-Support	N/A

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

EVIDENCE:

As prepared by the CFO in February 2025, the table below provides all entrepreneurial and mission-support activities to ensure they meet at least one of the six criteria noted above.

Activity	All Applicable Criteria	Specific rational for the criteria
Child Care	Directly contributes to the achievement of ENDS EN- 01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education. Locating Tiny Homes near the childcare also supports our single parents going to school FT at JC.
Jets Store	Directly contributes to the achievement of ENDS EN- 01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items, Amazon package pick up and return) are important, particularly since the College has resident students and the Central Campus is some distance from resources they may need, as well as allowing for usage of the meal plan. The Amazon lockers contribute to community outreach and use of the store's resources.

Activity	All Applicable Criteria	Specific rational for the criteria
Hospitality Services	<p>Directly contributes to the achievement of ENDS EN- 01.</p> <p>Generates revenue from non-traditional sources to ensure the ongoing viability of the institution. Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and contributes to partnerships and alliances with community organizations;</p>	<p>Catering is a non-traditional revenue source. This is beyond the traditional hospitality services for students' meal plans, meals for employees, and for other campus activities. Further, given that our catering services are a college operation, versus an external vendor, our name and connection to the broader community is enhanced with the ability to represent the College at community events.</p>
Oasis Center	<p>Directly contributes to achievement of ENDS EN- 01 (3.3)</p>	<p>Mental wellness continues to be a topic of increasing concern (indeed, EAB research found in 2024 that 60% of students report mental health challenges). Providing services for students to improve their mental health, and hopefully intercepting instances of suicide, are important in our service to the whole student. This service is also available to our employees, as both an Employee Assistance Program and as licensed counselors to assist our employees with our changing new social realities.</p>
Health Clinic	<p>Directly contributes to achievement of ENDS EN- 01 (3.2; 3.3; 4.1)</p> <p>Enhance student learning opportunities</p>	<p>Physical well-being is vital to student learning. Furthermore, this clinic provides clinical opportunities for nursing and allied health student's curricular requirements.</p> <p>Additionally, insofar as the College has a student residence program, proximity to health care is essential given that many students do not have reliable transportation, and the bus service available at the College may not meet urgent student needs. This Clinic is also available to our College employees.</p>

Activity	All Applicable Criteria	Specific rational for the criteria
JPEC	Directly contributes to achievement of ENDS EN-01 (3; 4; 5)	Jackson Preparatory & Early College (JPEC) is a public-school academy serving grades 6 through 13 on the Jackson College campus. Students are provided with the opportunity to academically advance based on individualized paths through a competency-based approach and are supported to reach skill proficiency. JPEC students can develop college and career readiness skills early on in College Preparatory (grades 6-8) and focus on college course work and certification programs through our Early College (grades 9-13). Students are afforded the opportunity to complete an associate degree, or 60+ college credits, as well as a high school diploma upon graduation at no cost to our families.
Harriet's Hub	Directly contributes to achievement of ENDS EN-01 (3.3)	Dedicated to fostering a supportive environment for students. Harriet's Hub eliminates barriers to success by providing essential resources such as free food, hygiene products, and professional clothing. The goal is to create a space where students can access the support they need and ensure every student feels valued on their journey toward success. The college has dedicated space, and additional resources are now available through the State.
Cultural Affairs	Directly contributes to achievement of EN-01 (5.2)	Premier Performing Arts offered at the Potter Center in the area that provides cultural enrichment to the broader community. Also provides several opportunities for the K-5 teachers to bring students to appreciate the arts through historical plays with teacher guides from national companies.

Activity	All Applicable Criteria	Specific rational for the criteria
Residence Life	Directly contributes to achievement of ENDS EN-01 (3.3)	Emphasize learning-centered residential programming, strategic partnerships, and innovative housing models that support student retention, engagement, and new market opportunities.
Space Leases	Directly contributes to achievement of ENDS EN-01 (2.1)	Provide leased space to our four-year partners to assist students in a seamless transfer to both Siena Heights University and Grand Valley State University.
Athletics	Directly contributes to the achievement of ENDS EN-01 (4.1.3)	Athletes develop time management, leadership and critical thinking skills. They handle adversity, dedication, learn wellness skills, work with others, and can apply those skills to their lives. Travel and team rosters create opportunities to expand cultural experiences within different settings.
Security	Directly contributes to achievement of ENDS E-01 (5.3)	Provides overall security to campus as well as front desk coverage in each housing unit. Promoting a safe and secure campus for our students, employees and guests is a top priority.
Student Life	Directly contributes to achievement of ENDS EN-01 (4.1; 5.2)	Engage all students in activities and events outside of the classroom to create a sense of belonging and community within the campus community. Promotes interaction between and among students, staff, and faculty. Student participation in student organizations also provides an opportunity for students to gain leadership skills and a sense of civic duty. The repurposed Woodrow Wilson Jr. Student Center expands our student life efforts.

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

2025 EVIDENCE:

Activity	All Applicable Criteria	Specific rational for the criteria
TRIO	121 students currently participate in the TRIO program, all of which 47 students registered part-time or less and 23 registered as full-time students, thereby generating 726.88 billing contact hours and 645 registered credits.	<p>The TRIO grant has been awarded on a five-year cycle, with the annual budget being approved once a year in September based on the Jackson College TRIO grant and the US Department of Education approved overall budget.</p> <p>(Additional information: A new application for the TRIO grant was submitted and we are awaiting notification on our TRIO grant renewal. If approved for renewal, our new five-year grant cycle will begin in September 2025.</p> <p>The TRIO Grant can serve 150 students in total who are first generation college students or have a documented disability or who are income eligible based on the State of Michigan's poverty level (changes every year). TRIO will award 20-25 students with grant aid, based on DOE qualifications. The total grant award to distribute is \$15,000.)</p>

Activity	All Applicable Criteria	Specific rational for the criteria
Grants - NSF	<p>The awarded NSF Blockchain- Enrollment is projected to begin near fall 2026-spring 2027.</p> <p>By attracting both traditional and non-traditional students, including dual-enrolled high school students and incumbent workers needing upskilling, the project significantly contributes to an increase in Billing Contact Hours. This is achieved by offering accredited, financially aid-eligible courses that appeal to a broad demographic, thereby supporting the college's strategic goal of expanding access and participation.</p> <p>NSF-Manufacturing, the new AMR funded by this grant, merges existing courses with new developments in computer-aided machining and automation, thus expanding our educational offerings. This integration increases student enrollment potential and directly boosts Billing Contact Hours. By attracting both traditional and non-traditional students, including dual-enrolled high school students and incumbent workers needing upskilling, the project significantly contributes to an increase in Billing Contact Hours. This is achieved by offering accredited, financially aid-eligible courses that appeal to a broad demographic, thereby supporting the college's strategic goal of expanding access and participation.</p>	<p>This awarded NSF is a three-year project. The NSF grant-funded project develops a Blockchain-ready workforce by introducing four new Blockchain courses and two stackable credentials, which are integrated into existing courses. This initiative directly supports the Board's focus on increasing technological integration in curricula and aligning educational offerings with emerging industry standards.</p> <p>Funds from the grant have been allocated to key areas such as curriculum development, professional development for faculty, and marketing initiatives. Each of these spending decisions is strategically aligned with the College's goals and the grant's objectives, ensuring that funds are used effectively to maximize educational outcomes and institutional benefits.</p> <p>The AMR NSF project is over three years. The project enhances Jackson College's response to local and regional workforce needs by creating a pipeline of highly skilled graduates ready for modern manufacturing roles.</p>



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Monitoring CEO Performance

8.2 CEO Monitoring Compliance Schedule & Summary

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

Description:

Enclosed is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.

Currently, all monitoring reports are in full compliance with Board Policy. On occasion, when 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).

Requested Board Action:

Discussion surrounding the CEO's compliance review.

Action Taken:

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



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.12.24
EN – 01 (#4) Board's ENDS	9.9.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



President/CEO Monitoring Report Compliance

Jackson College

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



President/CEO Monitoring Report Compliance

Jackson College

EL – 09 Organization Culture	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 10 Access to Education	2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 11 Mission- Support & Entrepreneurial Activity	3.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 3.11.24
EL – 12 Land Use	4.15.24	Yes	n/a	n/a	n/a	n/a	Compliant 4.15.24
EL – 13 Use of Artificial Intelligences & Machine Learning							



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.1 GP-00 Governance Commitment – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-00 Governance
 Commitment

Description:

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



Jackson College Board of Trustees

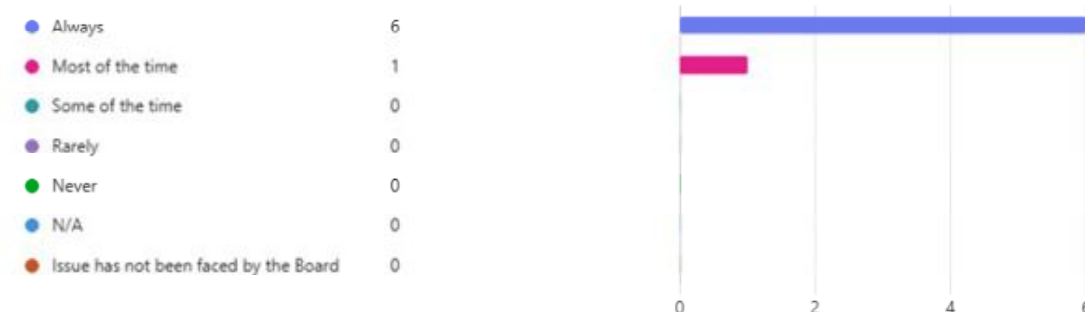
BOARD SELF-MONITORING SURVEY RESULTS: GP-00 Global Governance Commitment DATE: 03.13.2025

1. *Number of Response: 7*

2. *Policy opening statement:*

The purpose of the Jackson College Board of Trustees, functioning on behalf of the citizens of Jackson County, is to ensure that Jackson College achieves appropriate results for the appropriate people, and at an appropriate cost, as specified in the Boards Ends policies, and avoids unacceptable actions and situations, as specified in the Board's Executive Limitations policies.

Have we acted consistently with this item of policy?



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

- "I love this statement. "The purpose of the Jackson College Board of Trustees, functioning on behalf of the citizens of Jackson County". There are a few of trustees that have chosen not to include their contact information on the website. Most of you know, my opinion on the matter. I urge you all to reconsider."*

4. Other Board Comments:

- N/A



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.2 GP-01 Governing Style – Board Survey Review

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



Jackson College Board of Trustees

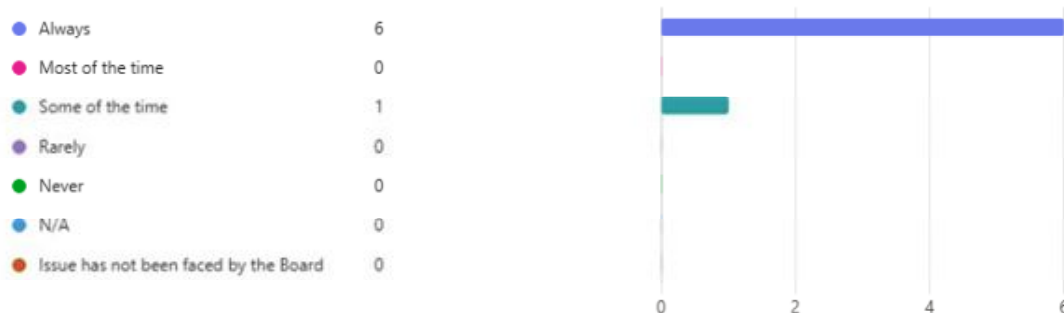
BOARD SELF-MONITORING SURVEY RESULTS: GP-01 Governing Style DATE: 03.13.2025

1. *Number of Response: 7*

2. *Policy opening 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, 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.

Have we acted consistently with this item of policy?

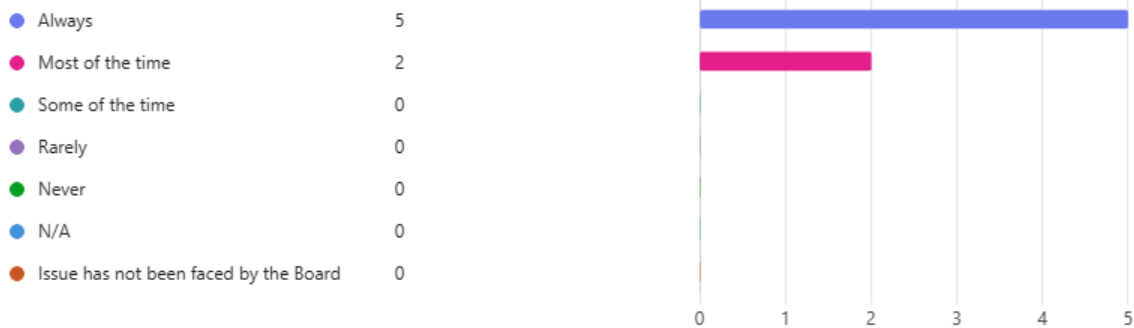


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: 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.*

Have we acted consistently with this item of policy?

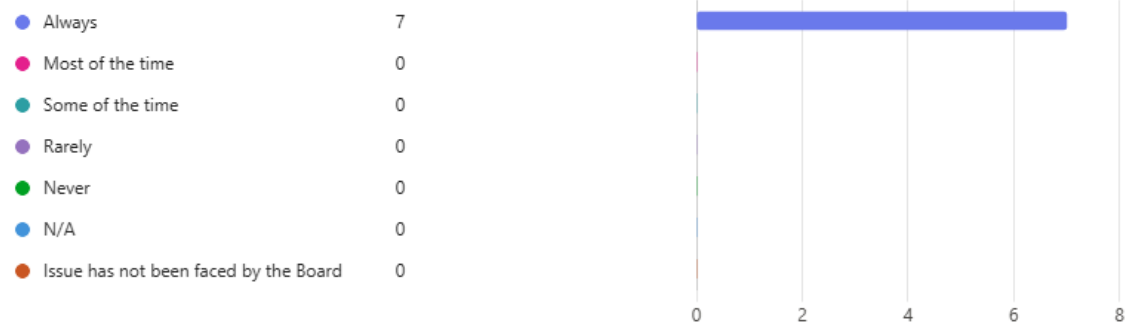


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. ***2.0: The Board will direct, control, and inspire the organization through the careful establishment of broad written policies reflecting the Owner's values and perspectives. 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.***

Have we acted consistently with this item of policy?



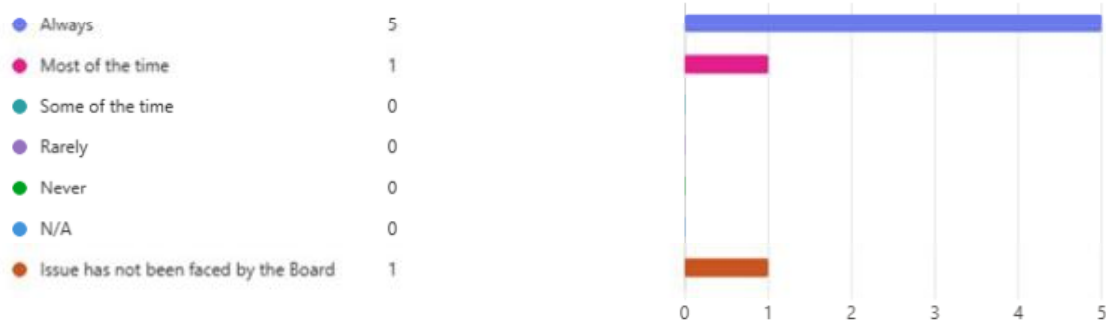
7. Provide specific representative examples to support your above response when applicable.

- N/A

8. ***3.0: 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 capacity. Although the Board can change its governance process***

policies at any time, it will scrupulously observe those policies currently in force.

Have we acted consistently with this item of policy?

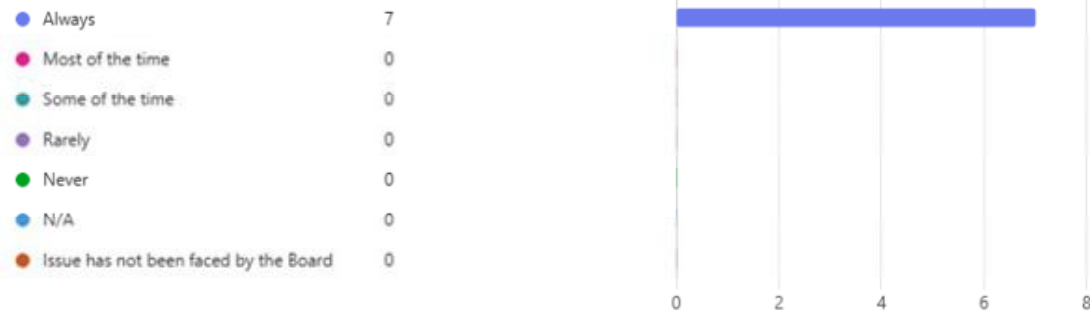


9. Provide specific representative examples to support your above response when applicable.

- N/A

10. ***4.0: The Board will not allow any Trustee or committee of the Board to hinder or be an excuse for not fulfilling Board obligations.***

Have we acted consistently with this item of policy?

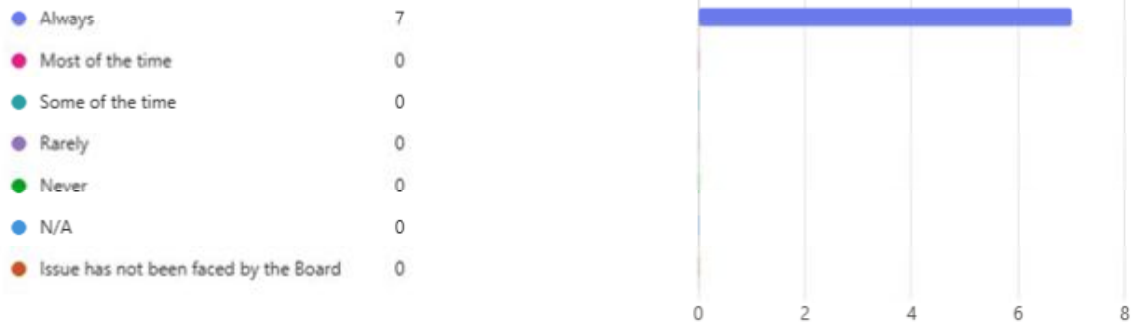


11. Provide specific representative examples to support your above response when applicable.

- N/A

12. ***5.0: Board members will openly share their views and listen to and consider the input of others.***

Have we acted consistently with this item of policy?

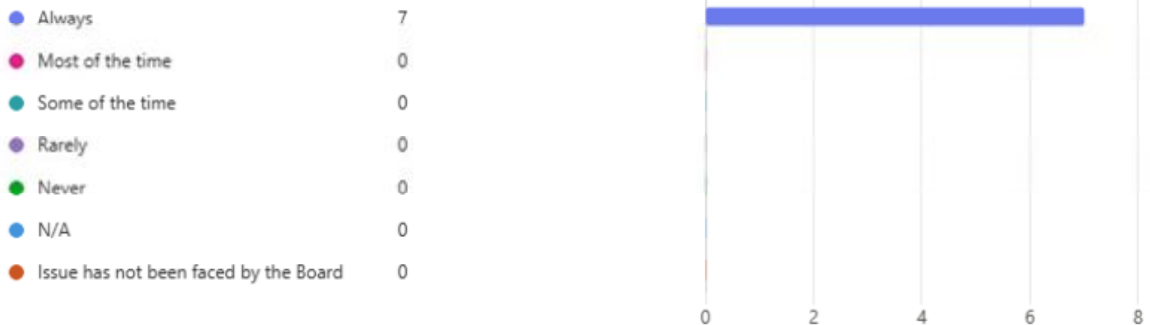


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **6.0: Board members will support each other and the CEO in order to be successful in their work.**

Have we acted consistently with this item of policy?



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

- N/A

16. Other Board Comments:

- N/A



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.3 BCD-06 CEO Compensation – Board Survey Review

BOARD POLICY: BOARD-CEO DELEGATION: BCD-06 CEO Compensation

Description:

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



Jackson College Board of Trustees

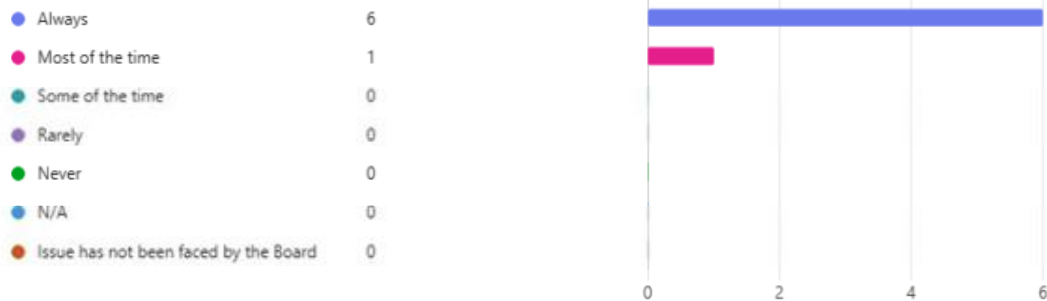
BOARD SELF-MONITORING SURVEY RESULTS: BCD-06 CEO Compensation DATE: 03.13.2024

1. *Number of Response: 7*

2. *Policy opening statement:*

The CEO's compensation will be decided by the Board, acting as a body politic and based on organizational performance and executive market conditions.

Have we acted consistently with this item of policy

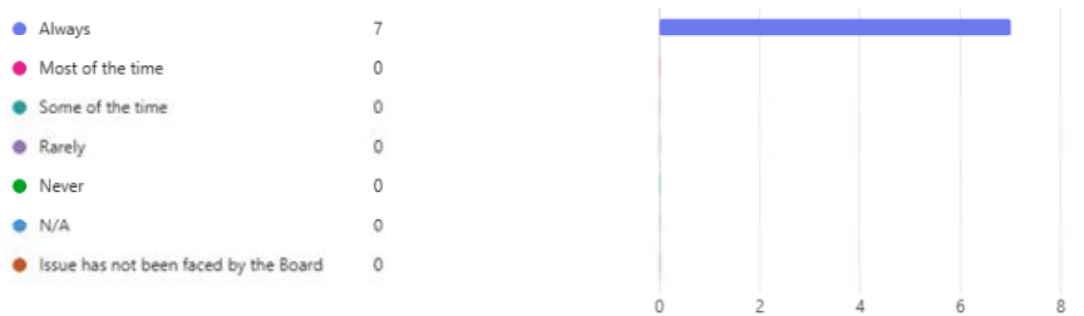


3. Provide specific representative examples to support your above response when applicable.

- N/A

4. *1.0: Organizational performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the Board in policy.*

Have we acted consistently with this item of policy?

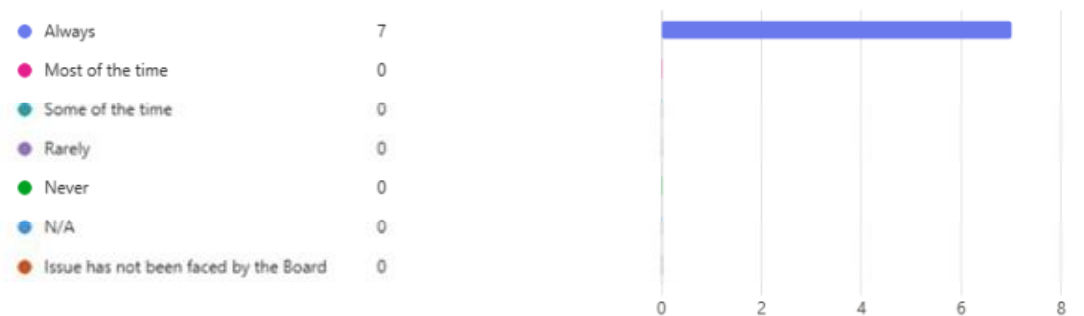


5. Provide specific representative examples to support your above response when applicable.

- N/A

6. ***2.0: Compensation will cover the entire range of salary, benefits, and all other forms of compensation.***

Have we acted consistently with this item of policy?

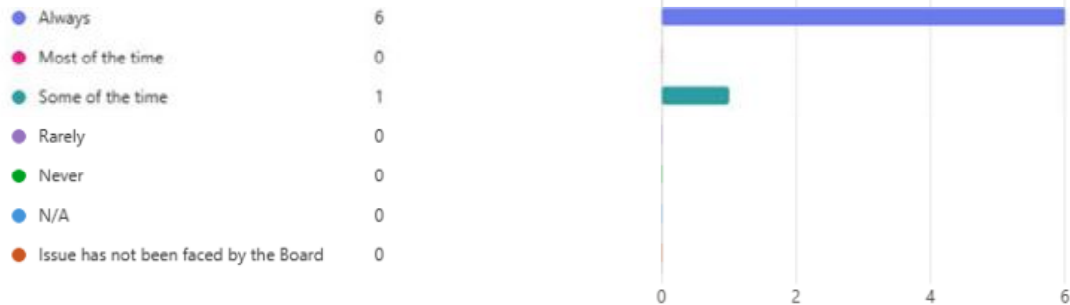


7. Provide specific representative examples to support your above response when q

- N/A

8. ***3.0: Compensation is to be competitive with similar performance within the marketplace while placing a substantial portion of the CEO's compensation at risk by tying it to ENDS achievement and compliance with Executive Limitations policies. The executive marketplace to be considered is organizations of comparable size, challenges, and complexities and is referential to League for Innovation institution CEOs.***

Have we acted consistently with this item of policy?

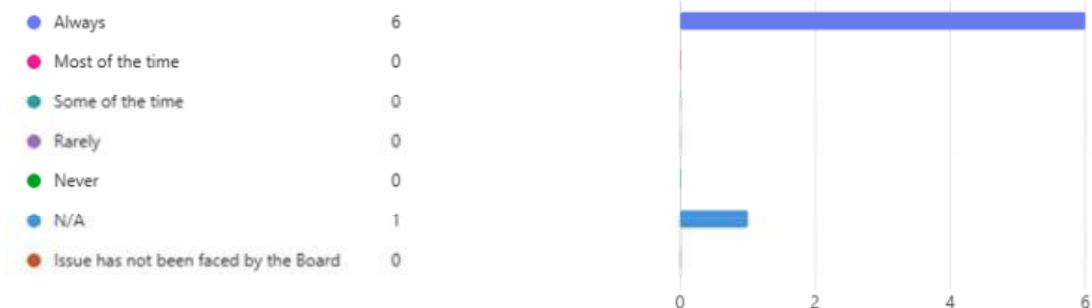


9. Provide specific representative examples to support your above response when applicable.

- *“We have an Evergreen method for compensation that we use.”*

10. **3.1: If the CEO substantially achieves ENDS and complies with Executive Limitations his/her annual base salary will be set at market value. Market Value will be determined utilizing research from an outside third party.**

Have we acted consistently with this item of policy?

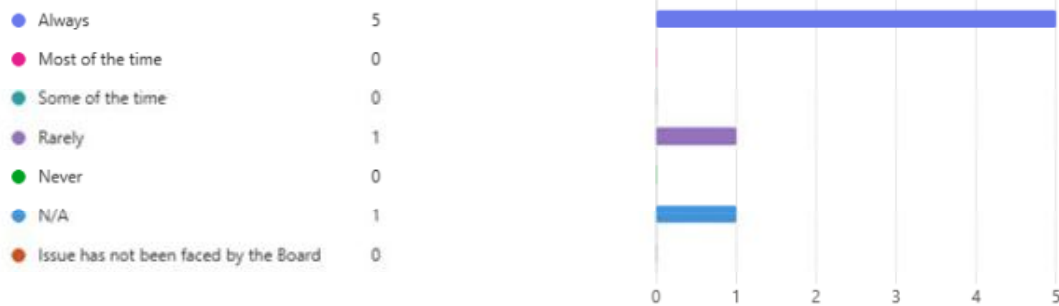


11. Provide specific representative examples to support your above response when applicable.

- N/A

12. **3.2: The Board may award a bonus to the CEO based on a set of ENDS-related criteria agreed upon with the CEO.**

Have we acted consistently with this item of policy?

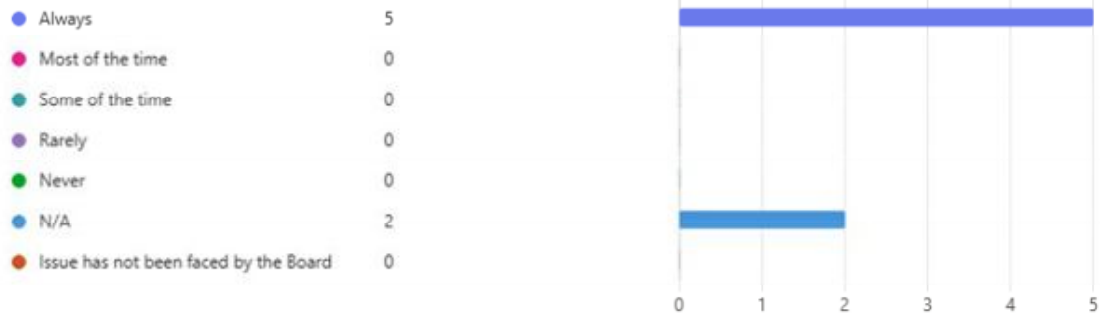


13. Provide specific representative examples to support your above response when applicable.

- N/A

14. **4.0: A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.**

Have we acted consistently with this item of policy?



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

- N/A

16. Other Board Comments:

- N/A



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

9.0 Monitoring Board Performance

9.4 Consideration of New Board Performance Monitoring Methodology

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governance Style

Description:

In response to Trustee Hoffman's request at the 02.17.25 Board meeting to reconsider the way the Board monitors their own compliance with Governance Process and Board CEO Delegation policies, I am proposing the enclosed Policy Governance Self-Assessment tool for the Board's consideration.

This assessment includes questions aligned with the principles of Policy Governance. The Board may wish to edit or add to these questions.

Trustees would complete this assessment individually at the conclusion of each meeting. The Board Chair would review responses each month to identify patterns and ensure continuous improvement. The summary of responses would then be posted the following month.

This would replace the current Board performance monitoring method of conducting monthly individual Governance Process and Board CEO Delegation policy surveys.

Thank you for your consideration of this new methodology.

Resource Impact:

None

Requested Board Action:

Consider, amend, and/or adopt a new Board performance monitoring methodology.

Action Taken:

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



Policy Governance Self-Assessment - DRAFT

Board of Trustees Jackson College

This assessment includes questions aligned with the principles of Policy Governance. Trustees are to complete this five-point assessment individually at the conclusion of each meeting. The Board Chair will review responses each month to identify patterns and ensure continuous improvement. The summary is posted the following month.

1. Did our discussions and decisions at tonight's Board Meeting remain at the governance level and avoid operational interference?

☐ Yes ☐ No ☐ Somewhat

Comments:

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

☐ Yes ☐ No ☐ Somewhat

Comments:

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

☐ Yes ☐ No ☐ Somewhat

Comments:

4. Did our engagement this evening reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?

☐ Yes ☐ No ☐ Somewhat

Comments:

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

☐ Very Effective ☐ Somewhat Effective ☐ Needs Improvement

Comments:



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?

10.0 Information Requested by the Board

10.1 College Feature: Theatre Department

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

Description:

For this month's College Feature, the Board welcomes Jackson College Theatre Instructor Sara Anne Tomczak who will share progress on the resurgence of theatre at the College and where the department is heading.

Requested Board Action:

Receive the Theatre Department highlight and ask any questions of Theatre Instructor Sara Anne Tomczak.

Action Taken:



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?

10.0 Information Requested by the Board
 10.2 Next Board Meeting Topics:
 Board Regular Meeting – April 21, 2025

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

Description:

This time has been set aside to help the Board anticipate topics for the next Board meetings (Board Spring Planning Session on April 1, 2025 and Board Regular Meeting on April 21, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.

Board Spring Planning Session – April 1, 2025

- Policy Governance Self-Assessment
- Policy Review: GP-03 Board Planning Cycle & Agenda Control
- Policy Review: GP-12 Board Linkage with External Organizations
- Policy Review: BCD-05 CEO Succession
- Policy Review: EL-05 Asset Protection
- Policy Review: EL-06 Investments

Board Regular Meeting – April 21, 2025

- Excellence Minute: TBD
- Interpretations Review: EL-05 Asset Protection
- Interpretations Review: EL-06 Investments
- Evidence Review: EL-12 Land Use
- CEO Monitoring Compliance Schedule & Summary
- Board Survey Review: GP-02 Board Job Contributions
- Board Survey Review: GP-04 Role of Board Chair
- Board Survey Review: GP-10 Investment in Governance
- Board Survey Review: BCD-00 Global Board-CEO Delegation Statement
- College Feature: Auxiliary Services

Requested Board Action:

Review of currently anticipated topics.



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?

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

11.1 Principles of Policy Governance

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board's work and commitment towards the Ten Policy Governance principles, as well as its governance practice.

The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board's work both in terms of this meeting and in general governance practice.

<https://governforimpact.org/resources/principles-of-policy-governance.html>

Resource Impact:

None

Requested Board Action:

Define particular areas for improvement in the governance process.

Action Taken:

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



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 LANES?

12.0 Meeting Content Review

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

This item on the agenda provides the Board the opportunity to give the Board Chairman and the President feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.

Resource Impact:

None

Requested Board Action:

Consideration of areas for meeting content improvement

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 LANES?

13.0 Adjourn*

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

Description:

Board action is required to adjourn the meeting.

Resource Impact:

None

Requested Board Action:

Meeting Adjournment

Action Taken:

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