

Jackson College Board of Trustees Spring Planning Session

Spring Planning Session

April 01, 2025 07:30 AM



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BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

7:30am Board Breakfast [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 breakfast, 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 breakfast gathering.

Resource Impact:

None

Requested Board Action:

Board members partake in a purely social breakfast gathering, prior to their Spring Planning Session.

Action Taken:

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.



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 SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

1.0 Call to Order & Pledge of Allegiance of the United States

BOARD POLICY: 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:

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Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

2.0 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:

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3.0 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 SPRING PLANNING SESSION
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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 FY '25 College Update

4.1 Congressional / Legislature Actions

4.1.1 After Action Report / Community Engagement

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

Description:

As we begin this Planning Session, I would like to invite the Board to review actions the Board and College have taken in response to recent Congressional and Legislature directives and organizational shifts, actions found via our public facing website [here](#) and our employee intranet [here](#).

As in the past, I thought it useful that we spend some time undertaking completion of the enclosed After Action Report together. Herein we affirm the Board's objectives as they relate to this actual scenario, what we expected to happen, what actually happened, what and how we can improve. Such discussion might also provide insight for future occasions and/or additional professional development, or policy changes.

This discussion will also entertain the effectiveness of the Board and College's community engagement throughout this scenario and going forward.

Resource Impact:

None

Requested Board Action:

Participate in an After Action Report exercise regarding Congressional / Legislature Actions.

Action Taken:



AFTER ACTION REPORT

PROJECT
Congressional / Legislature Actions
SCOPE
Higher education began receiving federal directives beginning 01/20/25, including Executive Orders from President Donald Trump, a Dear Colleague Letter from the U.S. Department of Education's Office of Civil Rights, and related guidance documents.
BOARD'S OBJECTIVES
Support College administration in maintaining the College's mission and TCS ² while demonstrating compliance with federal directives.
STAKEHOLDERS
Learners, employees, community
MONITORING PERIOD
January – April 2025
WHAT DID WE EXPECT TO HAPPEN?
WHAT HAPPENED?
WHAT AND HOW CAN WE IMPROVE?
CONCLUSION
BOARD'S ACTION PLAN



Jackson College After-Action Report Template

Board of Trustees After-Action Report

Event Name:			Event Date	
Directives, BOT Mg & Follow-up			03.17.25	
Event Description				
Strengths				
<ul style="list-style-type: none"> 				
Areas for Improvement				
<ul style="list-style-type: none"> 				
Improvement Plan				
Issue/Area for Improvement	Corrective Action	Responsible Party	Start Date	Completion Date

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TO: Jackson College Board of Trustees
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Subject to be Discussed and Policy Reference:
ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 FY '25 College Update
 4.2 PACE Survey Next Steps
BOARD POLICY: EXECUTIVE LIMITATIONS: EL-09 Organization Culture

Description:

Jennifer Dobbs (Apprenticeship Services Coordinator) will provide an overview on the most recent PACE Survey results. Additionally, she'll offer some comparisons to the previous year, comparisons to the normative group, and some general insights.

In light of these findings, as well as recommendations from the Belk Center at North Carolina State University (the developer of the PACE instrument), it is my intention to return the College to conducting the survey every other year, so as to allow for sufficient time to meaningfully understand improvements as a result of applied changes.

Finally, I am working with Ashley Van Heest in our Institutional Research and Effectiveness Department to consider other tools that we might consider so as to give us a deeper insight (through a progressive branching process) to more clearly understand the meeting of employee responses.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:



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Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

Subject to be Discussed and Policy Reference:

4.0 FY '25 College Update

4.3 Strategic Agenda

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-03 Planning

Via this [link](#) is Jackson College's evergreen strategic agenda for the next 18 months, which has been reviewed quarterly by the Leadership Council and subsequently extended for another 3 months.

Ashley Van Heest will lead the Board through highlights of the Strategic Agenda, and highlighting work we have been doing relative to the advancement of the Academic Council and associated Instructional Quality Committees (IQCs) and its peer relationship to the College's Leadership Council. She will demonstrate how those collective plans lead to a comprehensive Strategic Agenda.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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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 FY '25 College Update

4.4 AI Strategy for Jackson College / IT Audit

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-13 Use of Artificial Intelligences & Machine Learning / EL-05 Asset Protection

Description:

CIO Doug Yenor will share the College's Artificial Intelligence Strategy for the College. Additionally, Doug will review our progress relative to the IT audit recommendations, as part of their review, conducted last Fall.

Finally, I have included the AI Policy that we just approved at the Academic Council on 03.24.25 as a point of information. Obviously, this an operational policy and is subordinate to the Boards own AI policy.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:

.



Academic Policy

Policy Title: Academic AI
 Policy Number:
 Date Adopted:
 Version:
 Review Cycle:
 Date Last Reviewed: 3.24.2025
 Office Responsible: Academics- Center for Teaching & Learning
 Reviewing Committee: Academic Council
 Related Policies: NA
 Related Laws: NA

Policy Summary:

Jackson College recognizes the role of Artificial Intelligence (AI) in academic settings as a tool to enhance research, problem-solving, and content creation. However, improper use may undermine learning and academic integrity. This policy establishes guidelines to ensure responsible AI use, promoting transparency and ethical engagement in coursework.

Scope:

This policy applies to all Jackson College students, faculty, and staff engaged in academic activities.

Policy Statement:

AI tools may be used for academic support, such as idea generation, research assistance, grammar checks, and formatting help. However, AI use must be disclosed, properly cited, and aligned with faculty expectations. Students must ensure that AI-generated content is critically evaluated and integrated with their own insights.

Faculty Responsibilities:

Faculty determine AI's role in their courses. They must communicate expectations for AI use in syllabi and assignments. AI should support learning rather than replace student effort. Faculty should design assessments that uphold originality, ethical conduct, and personal accountability.

Student Responsibilities:

- Students must follow course-specific AI use policies provided by instructors in the course syllabus and in the instructions for academic tasks.
- Students must disclose AI use when required in a course.
- AI tools should not be used to complete assignments, essays, exams, or other academic work without substantial student input.
- Submitting AI-generated content without disclosure or proper citation constitutes academic dishonesty.
- Students are responsible for critically evaluating AI-generated content to avoid bias, inaccuracies, or inappropriate material.

Academic Integrity and AI/Machine Learning:

Failure to disclose AI use violates the ****Academic Honesty Policy (AC-1004)**** and may result in disciplinary action. Prohibited uses include:

- Presenting AI-generated work as one's own without citation.
- Using AI to bypass learning activities or circumvent academic standards.
- Violating faculty-defined AI restrictions in coursework.



Safety and Security:

Students and faculty must not input personally identifiable, sensitive, or confidential data into AI tools unless approved by Jackson College.

Review and Maintenance:

This policy will be reviewed annually or as needed to reflect advancements in AI and updates to the Academic Honesty Policy.

OpenAI. (2025). ChatGPT-4 (Large language model) OpenAI, personal communication, February 10, 11, 12, 17, 2025) was used to analyze transcripts of meetings to assist with development of these policy ideas and wording, check reading level/difficulty and provide suggestions for clarity, readability and editing for length.

Change Log:

<u>Date Of Change</u>	<u>Version</u>	<u>Description of Change</u>	<u>Responsible Party</u>
3.24.2025	1.0	Approved	Academic Council

BOARD OF TRUSTEES SPRING PLANNING SESSION
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Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

- 4.0 FY '25 College Update
- 4.5 Capitol Campaign Consideration

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

Description:

Julie Hand, our Chief Advancement Officer, will join me in describing benefits and implications of pursuing a College capitol campaign, facilitated by an external consulting firm, Gonser-Gerber based in Chicago.

Provided via these links to the Resource Center of Diligent is a copy of their [proposal](#), a [sampling of their report](#), and, should engagement beyond the feasibility study be desired, a [proposal beyond the campaign services](#) that the consulting firm could offer.

I would appreciate your input as we move this possibility forward.

Resource Impact:

None

Requested Board Action:

Consideration of a College capitol campaign.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
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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 FY '26 Budget Discussion

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities

Description:

Our budget discussion will begin with an overview of my assessment of the current environment in which our college exists, and possible implications for Jackson College going forward.

Jason Valente, Chief Facilities & Logistics Officer, will review the progress on our Facilities Master.

Subsequently, we'll review our current (i.e., FY '25) financial experience, inclusive of the board approved budget. CFO John Globoker and I will provide a cash control update.

Following that, we will provide a long-term debt review which now includes the additional debt prompted by the addition of the ATC.

The discussion will conclude with my proposed FY '26 budget targets, based upon a number of key assumptions, as well as my Presidential tuition philosophy, related formulas, and operational changes.

Specific components of this section on the agenda are:

- 5.1 Facilities Master Plan
- 5.2 FY '25 Performance
- 5.3 Cash Control Update
- 5.4 Long-Term Debt Review
- 5.5 Proposed FY '25 Budget Targets
 - 5.5.1 Presidential Tuition Philosophy

Resource Impact:

None

Requested Board Action:

Feedback for the FY '26 Budget to be presented in May.

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TO: Jackson College Board of Trustees
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Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>
Subject to be Discussed and Policy Reference:
5.0 FY '26 Budget Discussion 5.1 Facilities Master Plan 5.2 FY '25 Performance <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities
Description:
<p>During this time, Jason Valente and I will review the enclosed Facilities Master Plan. Then CFO John Globoker and I will provide an overview of our current (i.e., FY '25) financial experience, referencing the January 2025 Financial Report, the Board approved budget and our experience to-date.</p> <p>This review will include a look at our projected actual budget.</p>
Resource Impact:
None
Requested Board Action:
Discussion
Action Taken:

Jackson College Board of Trustees Spring Planning Session - FY '26 Budget Discussion

Jackson College Fiscal Year 2024 - 2030 Five Year Rolling Facilities Master Plan

Building	Projects	Estimated Cost	
Reflection Fiscal Year 2023-24			
	March 2024 Balance	2,680,034	
Central Campus	Jets Air Station	(751,411)	Complete
Central Campus	Jets Pavilion	(59,998)	Complete
Central Campus	Campus Building Roof Repairs	(500,000)	Complete
Central Campus	Potter Center Fire - Dampers	(60,000)	Complete
Central Campus	Potter Center Fire - Stage Lighting	(700,000)	Complete
Central Campus	Potter Center Fire - Suppression Systems	(210,283)	Complete
Central Campus	Potter Center Fire - Transformer	(40,000)	Complete
Central Campus	Stormwater Mgmt. Plan/Retention Pond	(26,000)	Complete
Central Campus	Dahlem connector Browns Lake Rd	(380)	Complete
Central Campus	Shipping & Receiving Organization	(22,782)	Complete
Central Campus	Maroon Hall Repairs (Paint, Windows, Trim)	(3,500)	Complete
Central Campus	TSF Exterior Spaces	(105,790)	Complete
Central Campus	Howser Child Development Center Improvements	(79,962)	Complete
Central Campus	Nature trail with pond view	(7,000)	Complete
Central Campus	EV Chargers	(50,268)	Complete
Central Campus	Steam Factory Improvements	(14,481)	Complete
Central Campus	Baughman Theater Repairs, Seating, Lighting	(112,507)	Complete
Central Campus	UVC Air Purification Installation	(28,000)	Complete
Central Campus	Central Campus Mall		Paused
Central Campus	GP 2nd Floor Office Renovation	(37,103)	Complete
Central Campus	Facilities Condition Assessment	(52,583)	Complete
Central Campus	Standby Power	(100,000)	Phase Completed
Central Campus	National Fitness Campaign	(279,301)	Complete
Central Campus	Instrumental Music Studio	(449,990)	Complete
Central Campus	GP Restroom Countertops	(19,279)	Complete
Central Campus	WA Restroom Countertops	(28,241)	Complete
Central Campus	WA All Gender Restroom	(46,200)	Complete
Central Campus	GP Generator	(125,000)	In Process- Advanced
Central Campus	Deferred Maintenance and Life Safety	(1,756,368)	Complete
	Insurance, Gift Support, Sale of Equipment/Building	3,341,934	
	06.30.24 Year-End Transfer	1,484,124	
	End Balance 06.30.24	1,839,666	
Fiscal Year 2024-25			
Various	Misc. Building and Site Repairs (Sidewalk replacements)	(100,000)	In Process
Central Campus	General Campus Roof Repairs	(1,470,975)	Complete
Central Campus	Medical Simulation Center Retrofit- Whiting Hall	(2,999,255)	In Process
Central Campus	Ruth Day Theatre Improvements	(293,000)	In Process
Central Campus	Campus/Housing Back Up Power Project	(700,000)	In Process
Central Campus	WA Renovations- 2nd Floor Study Room Project	(250,000)	In Process
Central Campus	Campus Switchgear Security Upgrades	(23,000)	Complete
Central Campus	GP 2nd Floor Office Renovation	(163,500)	Complete
Central Campus	GP Generators Replacement/Elevator Back Up	(200,000)	In Process
Central Campus	Ongoing Campus GIS Topography Project	(40,000)	In Process
Central Campus	Applied Technology Center Phase FY 25 Spend Rate	(3,125,000)	In Process
	Debt Service ATC	5,800,000	
	BSN Special Allocation	2,100,000	
	06.30.25 Year-End Transfer	4,130,601	
	Projected Balance 06.30.25	4,505,537	
Fiscal Year 2025-26			
Various	Misc. Building and Site Repairs	(150,000)	
Central Campus	DM Beltway Replacement Phase 1	(1,800,000)	
Central Campus	DM Life Safety Updates- Notifier Panels/Notification System	(400,000)	
Central Campus	DM Field House Individual Shower Retrofit	(1,000,000)	
Central Campus	Applied Technology Center	(3,675,000)	
	06.30.26 Year-End Transfer	2,624,000	
	Projected Balance 06.30.26	\$ 104,537	
Fiscal Year 2026-27			
Central Campus	DM Parking Lot Replacement Phase 1 (CS, FH, JW)	(750,000)	
Central Campus	WA Phase 2 Renovations, Masonry/Fenestration Repairs	(250,000)	
Central Campus	DM Beltway Replacement Phase 2	(1,800,000)	
Central Campus	DM Locking System/ Access Control Unification Phase 1	(800,000)	
Various	Misc. Building and Site Repairs	(125,000)	
Central Campus	DM Roof Repairs	(350,000)	
	06.30.27 Year-End Transfer	3,977,899	
	Projected Balance 06.30.27	\$ 7,436	
Fiscal Year 2027-28			
Various	Misc. Building and Site Repairs	(100,000)	
Central Campus	DM Parking Lot Replacements Phase 2 (HLC/JW/BW)	(700,000)	
Central Campus	DM Roof Repairs	(300,000)	
	06.30.28 Year-End Transfer	2,500,000	
	Projected Balance 06.30.28	\$ 1,407,436	
Fiscal Year 2028-29			
Central Campus	McDivitt Hall Capital Outlay Project (\$45M) (2028)	(45,000,000)	
Central Campus	Campus Repairs	(150,000)	
	Debt Service Capital Outlay	22,500,000	
	Capital Outlay Funding	22,500,000	
	06.30.29 Year-End Transfer	2,500,000	
	Projected Balance 06.30.29	\$ 3,757,436	
Fiscal Year 2029-2030			
Central Campus	Justin Whiting Hall (\$50M) (2028)	(50,000,000)	
Central Campus	Campus Mall Phase 3	(6,000,000)	
Central Campus	Campus Repairs	(100,000)	
Central Campus	DM Roof Repairs	(150,000)	
	Debt Service Capital Outlay	25,000,000	
	Capital Outlay Funding	25,000,000	
	06.30.29 Year-End Transfer	2,500,000	
	Projected Balance 06.30.29	\$ 7,436	

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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 FY '26 Budget Discussion

5.3 Cash Control Update

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-04 Financial Conditions and Activities

Description:

We will provide an update of our current cash control that have been deployed in response to our auditor recommendations.

Resource Impact:

Modest.

Requested Board Action:

Information only.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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 Budget Discussion
 - 5.4 Long-Term Debt Review
 - 5.5 Proposed FY '26 Budget Targets
 - 5.5.1 Presidential Tuition Philosophy

(BOARD POLICY: EXECUTIVE LIMITATIONS: EL-03 Planning)

Description:

During this time, we will provide a review of debt and conclude with a review our major revenue assumptions including tuition and fees, BCH, state appropriations, property tax and our major expense assumptions including wages and merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt service, capital equipment, and my Presidential tuition philosophy.

It is my hope to have this budget packet ready for Board consideration at your Regular May meeting. Doing so will help with our registration and financial aid process.

Resource Impact:

None

Requested Board Action:

Feedback for the FY '26 Budget to be presented in May.

Action Taken:

Debt Review

- The annual debt service payment represents 6.43% of the FY'26 annual operating budget.
 - The commitment of the administration is not to exceed 10% of the annual operating budget per EL-03.
- Going into FY'26 the College will have \$32,879,425 in principal and interest payments remaining which is an increase of \$6,467,496 to fund the Applied Technologies Center building construction.

Year Ending June 30	Principal	Interest	Total
2026	\$2,895,000	\$974,694	\$3,869,694
2027	\$3,000,000	\$852,544	\$3,852,544
2028	\$3,070,000	\$725,244	\$3,795,244
2029	\$3,210,000	\$594,300	\$3,804,300
2030-2034	\$7,820,000	\$1,515,149	\$9,335,149
2035-2039	\$3,195,000	\$692,013	\$3,887,013
2040-2044	\$2,740,000	\$363,756	\$3,103,756
2045-2046	\$1,185,000	\$46,725	\$1,231,725
Totals	\$27,115,000	\$5,764,425	\$32,879,425



Proposed
Annual Operating Budget
Fiscal Year 2025-2026



Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2025-2026
Major Assumptions

Revenues

- **Tuition** - In-District tuition at **\$201.00** (was \$193.00) an **\$8.00** increase. Out-District at **\$234.00** (was \$225.00) a **\$9.00** increase (116% of In-district), Out-of-State/International at **\$300.00** (was \$288.00) a **\$12.00** increase (149% of In-District).
- **Student Service Fee** - will be **\$35.00** per billing contact hour for Dual Enrollment and Middle and Early College. No change. The Student Services Fee for In-District, Out of District, Out of State/International and Veterans will be **\$55.00** up from \$52.00 in fiscal year 2025.

- **Online Course Fees**

	2025-2026	2024-2025
1 BCH	\$10.00	\$15.00
2 BCH	\$20.00	\$25.00
3 BCH	\$30.00	\$35.00
3.5 BCH	\$35.00	\$40.00
4 BCH	\$40.00	\$45.00

- **Digital Textbook Fee** - **\$70.00** per course (no change). This fee supports delivery of required digital textbooks to all students. Students do have the option to opt out of this service.
- **Dual Enrollment** - In-District **\$136.00** (was \$130.00) a **\$6.00** increase. Out-District **\$153.00** (was \$147.00) a **\$6.00** increase.
- **Corrections Education Pricing** is based on Pell - Presently the Federal Pell annual award amount per student is not projected to change.
- **Billing Contact Hours** - Enrollment is predicted at **114,500** Billing (Contact) Hours. Fiscal Year 2025 budgeted Billing (Contact) Hours were 106,500, but anticipate finishing around 116,000.
- **Housing Rates** - unchanged from FY 2025

	Fall	Winter	Spring
CV1/CV2 Single	2,925.00	2,925.00	625.00
CV1/CV2 Deluxe Single	3,025.00	3,025.00	725.00
CV3 4 Bedroom Unit	2,675.00	2,675.00	600.00
CV3 2 Bedroom Unit	2,825.00	2,825.00	800.00
CV 4 Family Housing	1,700.00	1,700.00	1,700.00

- **Tiny Home Rates** - \$650.00 per month (was \$500.00)
- **Meal plan per meal price** - unchanged from FY 2025. Students **\$13.00** (was \$13.00) a **\$0.00** increase. Employees **\$13.00** (was \$12.00) a **\$1.00** increase.
- **Contract Training** - estimated revenue of **\$221,500**.
- **Property Taxes** - Property taxed at an estimated rate of **1.1327** Mills. The college's original operating millage is 1.33 and multiple Headlee rollbacks have reduced our rate. These rollbacks cost the college annually \$1,260,014 in current local property tax revenue. This budget assumes a **4.94% or \$340,525** increase in property tax revenue over projected actual in FY 2025.

Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2025-2026
Major Assumptions

- **State Appropriations** - estimated at **\$14,546,100** an increase of **\$93,200** from projected actual FY 2025 appropriation of \$14,452,900.

Expenses

- **Staffing Numbers -**

	FY26 Full- Time	FY25 Full- Time	FY26 Part- Time	FY25 Part- Time	FY26 Total	FY25 Total
Faculty	76	72	235	235	311	307
Administrator	28.64	29	0	0	28.64	29
Leadership Council	14	12	0	0	14	12
Staff	143.5	143	16.75	15.5	160.25	158.5
Grand Total	262.14	256	251.75	250.5	513.89	506.5

- **Wages and Merit Pay -**

- Staff Merit pay - per contract
- Administration Merit pay - **\$2,500** per administrator (was \$2,000).
- Faculty Merit pay - **per contract**
- Leadership Merit pay - **\$2,500** per Council member (was \$2,000).
- All merit increase amounts are subject to contract negotiations/employee performance recognition and these amounts are budget assumptions.

- **Retirement** - Retirement and Social Security are estimated at an average per employee rate of **27.0%** which is the average retirement for all employees including 7.65% for Social Security/Medicare. No change from FY25

- **Benefits** - Fringe benefits reflect PA 7, of 2010 for hard cap for Administrators, Staff, and Faculty. This is estimated to be **19.0%** of wages. No change from FY25

- **Transfers** - Includes Board mandated Major Maintenance "Set-Aside" transfer **4.5%** of the total budget included in transfers at **4.36% or \$2,624,857**

- **Transfers, debt service** - Debt retirement and interest payments for all bonds equal **6.43%** or **\$3,869,694** of total budget.

- **Capital Equipment** - Includes Board directed amount of **3.5%** for instructional & computer equipment, at less than 1% or \$99,500. This is due to a majority of the equipment costing less than the capitalized amount of \$5,000 each. Instructional equipment is embedded in the Materials for items at less than \$5K each. Additionally, the College receives Perkins grant funding which is also a source for instructional equipment purchases.

Jackson College

General Fund and Auxiliary Services Fund

	Fiscal Year 2025 Adjusted Budget	Fiscal Year 2026 Proposed Budget	Fiscal Year 2026 Draft Budget Compared to Fiscal Year 2025 Adjusted Budget
Revenues			
Tuition	\$ 21,227,289.00	\$ 24,881,730.40	\$ 3,654,441.40
Scholarships	\$ (915,000.00)	\$ (970,475.00)	\$ (55,475.00)
Student Services Fees	\$ 4,622,100.00	\$ 5,005,000.00	\$ 382,900.00
Textbook Fee	\$ 1,961,000.00	\$ 2,200,000.00	\$ 239,000.00
Class Fees	\$ 917,000.00	\$ 1,304,000.00	\$ 387,000.00
Other Fees	\$ 647,500.00	\$ 538,100.00	\$ (109,400.00)
Net Tuition and Fees	\$ 28,459,889.00	\$ 32,958,355.40	\$ 4,498,466.40
State Appropriations	\$ 15,452,900.00	\$ 15,622,100.00	\$ 169,200.00
Property Taxes	\$ 6,873,089.00	\$ 7,233,745.00	\$ 360,656.00
Housing	\$ 2,007,800.00	\$ 1,050,000.00	\$ (957,800.00)
Meal Plans	\$ 1,981,000.00	\$ 1,063,400.00	\$ (917,600.00)
Hospitality	\$ 517,000.00	\$ 512,000.00	\$ (5,000.00)
Bookstore	\$ 130,500.00	\$ 138,000.00	\$ 7,500.00
Potter Center	\$ 420,000.00	\$ 488,000.00	\$ 68,000.00
CCE	\$ 199,000.00	\$ 221,500.00	\$ 22,500.00
Other	\$ 338,000.00	\$ 559,112.00	\$ 221,112.00
Rental Income	\$ 93,000.00	\$ 244,000.00	\$ 151,000.00
Transfers	\$ 15,000.00	\$ 92,500.00	\$ 77,500.00
Revenues Total	\$ 56,487,178.00	\$ 60,182,712.40	\$ 3,695,534.40
Expenses			
Wages	\$ 19,825,240.00	\$ 21,251,495.25	\$ 1,426,255.25
Retirement	\$ 5,905,731.00	\$ 6,316,282.79	\$ 410,551.79
Fringe Benefits	\$ 3,646,683.00	\$ 3,812,765.85	\$ 166,082.85
Services Staffing Agency	\$ 3,558,735.00	\$ 4,268,394.00	\$ 709,659.00
Services	\$ 4,846,887.00	\$ 4,500,008.00	\$ (346,879.00)
Materials	\$ 3,192,238.00	\$ 4,369,005.00	\$ 1,176,767.00
Cost of Goods	\$ 1,777,900.00	\$ 1,474,900.00	\$ (303,000.00)
Course Materials	\$ 436,100.00	\$ 910,100.00	\$ 474,000.00
Rent, Utilities, Insurance	\$ 1,975,375.00	\$ 2,112,260.00	\$ 136,885.00
Other Operating	\$ 4,569,378.00	\$ 4,573,451.00	\$ 4,073.00
Transfers Out Plant	\$ 2,621,161.00	\$ 2,624,856.51	\$ 3,695.51
Transfers Out Debt	\$ 3,579,752.00	\$ 3,869,694.00	\$ 289,942.00
Capital Outlay	\$ 552,000.00	\$ 99,500.00	\$ (452,500.00)
Expenses Total	\$ 56,487,180.00	\$ 60,182,712.40	\$ 3,695,532.40
Income over (under) expense	\$ (2.00)	\$ -	\$ 2.00

Jackson College

General Fund

	Fiscal Year 2025 Adjusted Budget	Fiscal Year 2026 Proposed Budget	Fiscal Year 2026 Draft Budget Compared to Fiscal Year 2025 Adjusted Budget
Revenues			
Tuition	\$ 21,227,289.00	\$ 24,881,730.40	\$ 3,654,441.40
Scholarships	\$ (715,000.00)	\$ (737,500.00)	\$ (22,500.00)
Student Services Fees	\$ 4,622,100.00	\$ 5,005,000.00	\$ 382,900.00
Other Fees	\$ 647,500.00	\$ 538,100.00	\$ (109,400.00)
Net Tuition and Fees	\$ 25,781,889.00	\$ 29,687,330.40	\$ 3,905,441.40
State Appropriations	\$ 15,452,900.00	\$ 15,622,100.00	\$ 169,200.00
Property Taxes	\$ 6,873,089.00	\$ 7,233,745.00	\$ 360,656.00
CCE	\$ 199,000.00	\$ 221,500.00	\$ 22,500.00
Other	\$ 309,500.00	\$ 541,112.00	\$ 231,612.00
Rental Income	\$ 72,000.00	\$ 223,000.00	\$ 151,000.00
Transfers	\$ -	\$ 92,500.00	\$ 92,500.00
Revenues Total	\$ 48,688,378.00	\$ 53,621,287.40	\$ 4,932,909.40
Expenses			
Wages	\$ 18,287,434.00	\$ 19,826,919.90	\$ (16,746,770.00)
Retirement	\$ 5,563,054.00	\$ 5,989,543.70	\$ (4,485,149.00)
Fringe Benefits	\$ 3,405,540.00	\$ 3,582,839.00	\$ (3,279,040.00)
Services Staffing Agency	\$ 3,548,735.00	\$ 4,258,394.00	\$ 709,659.00
Services	\$ 4,775,387.00	\$ 4,424,508.00	\$ (350,879.00)
Materials	\$ 1,991,238.00	\$ 3,522,679.00	\$ 1,531,441.00
Rent, Utilities, Insurance	\$ 1,971,375.00	\$ 2,108,260.00	\$ 136,885.00
Other Operating	\$ 3,958,878.00	\$ 3,936,078.00	\$ (22,800.00)
Transfers Out Plant	\$ 1,060,986.00	\$ 2,007,871.80	\$ (1,060,986.00)
Transfers Out Debt	\$ 3,579,752.00	\$ 3,869,694.00	\$ 289,942.00
Capital Outlay	\$ 546,000.00	\$ 94,500.00	\$ (451,500.00)
Expenses Total	\$ 48,688,379.00	\$ 53,621,287.40	\$ 4,932,908.40
Income over (under) expense	\$ (1.00)	\$ -	\$ 1.00

Jackson College

Auxiliary Services

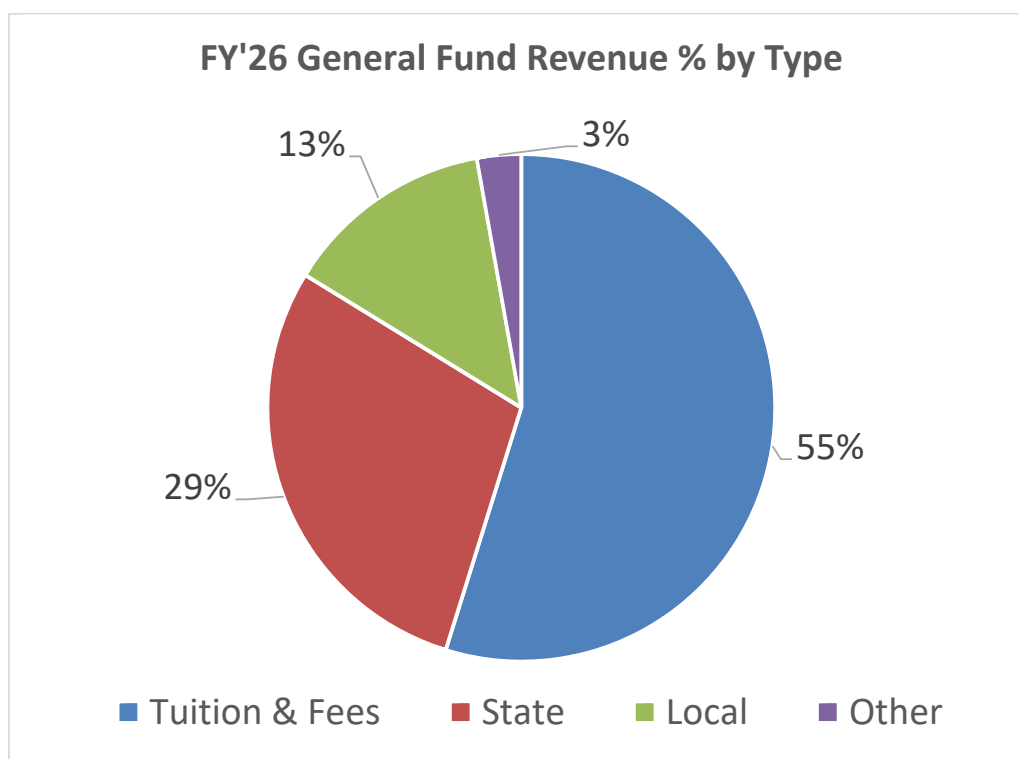
	Fiscal Year 2025 Adjusted Budget	Fiscal Year 2026 Proposed Budget	Fiscal Year 2026 Draft Budget Compared to Fiscal Year 2025 Adjusted Budget
Revenues			
Scholarships	\$ (200,000.00)	\$ (232,975.00)	\$ (32,975.00)
Textbook Fee	\$ 1,961,000.00	\$ 2,200,000.00	\$ 239,000.00
Class Fees	\$ 917,000.00	\$ 1,304,000.00	\$ 387,000.00
Net Tuition and Fees	\$ 2,678,000.00	\$ 3,271,025.00	\$ 593,025.00
Housing	\$ 2,007,800.00	\$ 1,050,000.00	\$ (957,800.00)
Meal Plans	\$ 1,981,000.00	\$ 1,063,400.00	\$ (917,600.00)
Hospitality	\$ 517,000.00	\$ 512,000.00	\$ (5,000.00)
Bookstore	\$ 130,500.00	\$ 138,000.00	\$ 7,500.00
Potter Center	\$ 420,000.00	\$ 488,000.00	\$ 68,000.00
Other	\$ 28,500.00	\$ 18,000.00	\$ (10,500.00)
Rental Income	\$ 21,000.00	\$ 21,000.00	\$ -
Transfers	\$ 15,000.00	\$ -	\$ (15,000.00)
Revenues Total	\$ 7,798,800.00	\$ 6,561,425.00	\$ (1,237,375.00)
Expenses			
Wages	\$ 1,537,806.00	\$ 1,424,575.00	\$ (113,231.00)
Retirement	\$ 342,677.00	\$ 326,738.70	\$ (15,938.30)
Fringe Benefits	\$ 241,143.00	\$ 229,927.20	\$ (11,215.80)
Services Staffing Agency	\$ 10,000.00	\$ 10,000.00	\$ -
Services	\$ 71,500.00	\$ 75,500.00	\$ 4,000.00
Materials	\$ 1,201,000.00	\$ 846,326.00	\$ (354,674.00)
Cost of Goods	\$ 1,777,900.00	\$ 1,474,900.00	\$ (303,000.00)
Course Materials	\$ 436,100.00	\$ 910,100.00	\$ 474,000.00
Rent, Utilities, Insurance	\$ 4,000.00	\$ 4,000.00	\$ -
Other Operating	\$ 610,500.00	\$ 637,373.00	\$ 26,873.00
Transfers Out Plant	\$ 1,560,175.00	\$ 616,985.10	\$ (943,189.90)
Capital Outlay	\$ 6,000.00	\$ 5,000.00	\$ (1,000.00)
Expenses Total	\$ 7,798,801.00	\$ 6,561,425.00	\$ (1,237,376.00)
Income over (under) expense	\$ (1.00)	\$ -	\$ 1.00



President's Philosophy Toward Tuition Setting...

Jackson College is facing ongoing financial challenges, driven by factors such as Executive Orders, Dear Colleague Letters, constrained millage, and continued community and student expectations. Despite tuition & fees increases, the institution grapples with tough decisions regarding staffing, addressing market pressures on compensation, operating cash, and managing deferred maintenance issues.

The financial structure for the FY'26 General Fund at the College is as follows: Tuition & Fees contributes 55%, State Aid 29%, modest local support 13%, and Other sources make up 3%. This configuration continues to illustrate the imbalance among the three main revenue types and the pressures placed on tuition and fees as the millage rate continues to be constrained.



Until significant and stable changes occur in our revenue streams, we must adopt a strategic approach to utilizing tuition and integrating it into the College's financial plan.

Tuition Philosophy:

Michigan no longer provides the majority of budget revenues for community colleges, contributing only 29% to our total revenue stream.

My approach to tuition remains centered on maintaining competitiveness with other community college options for students. With the growing availability of virtual learning and the current market dynamics favoring students, it's crucial to offer competitive tuition rates to both local and non-local students. This commitment to competitive rates extends to ensuring that our dual enrollment rates make Jackson College the top choice for students across Jackson, Lenawee, and Hillsdale counties.

Philosophy Specifics:

My tuition strategy suggests that Jackson College should keep out-of-district tuition rates below 117% of in-district rates. This approach is based on the understanding that all taxpayers contribute to the College through state aid, making it crucial to maintain equitable tuition rates. I believe this strategy is essential for enhancing our regional competitiveness among peer community colleges.

In the model below, a 5.0% tuition increase is projected for Kellogg, LCC, Monroe, and WCC community college tuition rates, unless the actual fall 2025 rates are officially published on the college's website:

	FY 25	FY 26	FY 25	FY 26	FY 25	FY 26
	In-District Tuition	In-District Tuition	Out-District Tuition	Out-District Tuition	Universal Fees	Universal Fees
JC	\$193.00	\$201.00	\$225.00	\$234.00	\$52.00	\$55.00
Kellogg	\$133.50	\$140.18	\$216.00	\$226.80	\$27.00	\$28.35
LCC	\$120.00	\$126.00	\$240.00	\$252.00	\$15.00	\$15.75
Monroe	\$129.52	\$136.00	\$221.26	\$232.32	\$27.25	\$28.61
WCC	\$99.00	\$103.95	181.00	\$190.05	\$15.00	\$15.75
Average	\$135.00	\$141.42	\$216.65	\$227.03	\$27.25	\$28.69

Furthermore, my tuition strategy dictates that Jackson College should handle tuition increases as necessary, ensuring they do not surpass 50% of the average tuition levels of our primary transfer institutions, namely Eastern Michigan University, Michigan State University, University of Michigan, and Central Michigan University. Despite maintaining a tuition advantage over these public regents' institutions, this approach would generate increased revenues for the College.

This proposal, assuming a 5.0% increase, would be implemented accordingly to achieve the desired balance between competitiveness and revenue generation.

Tuition Rates			50%	
	FY' 25	FY '26	FY' 25	FY' 26
EMU*	\$497.50	\$522.38	\$248.75	\$261.19
MSU	\$537.50	\$564.38	\$268.75	\$282.19
UM**	\$543.8	\$571.07	\$271.94	\$285.53
CMU	\$477.00	\$500.85	\$238.50	\$250.43
Average	\$513.97	\$539.67	\$256.98	\$269.83

*Flat Block Tuition Rate at Eastern Michigan University. Tuition rate above was calculated using EMU's Net Price Calculator using 16 credits per semester.

**Based on the lowest tuition rate I could find on the University of Michigan's Registrar page using 16 credits in the calculation.

Allowable Tuition Growth at Jackson College in order to remain within 50% of universities is: \$44.83 which is the difference between JC's FY25 out of district rate and the average of 50% estimated FY26 of the four transfer universities above.

Clearly, the 50% university model must also consider neighboring community college out-of-district rates (as noted above) in an effort not to encourage a migration of Jackson County students to other community colleges. Note also that these data are also important since our service area includes students in Hillsdale and Lenawee County, who also pay out-of-district rates.

Summary:

Jackson College remains an innovative, reputable, high-quality, and a good value institution of higher education in the south-central Michigan region.

References:

[Tuition & Fees | Kellogg Community College](#)
[Tuition and Costs - Lansing Community College \(lcc.edu\)](#)
[Tuition and Fees | Monroe County Community College \(monroeccc.edu\)](#)
[College Tuition Costs | Current Tuition Rates and Fees | WCC \(wccnet.edu\)](#)
[Tuition and Fees Calculator - Student Business Services \(emich.edu\)](#)
[Tuition & Fees | Office of the Registrar \(umich.edu\)](#)
[Sample Budgets | Office of Financial Aid | Michigan State University \(msu.edu\)](#)
[CMU Tuition and Fees | Central Michigan University \(cmich.edu\)](#)

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

12:00pm Board Lunch [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 participate in a purely social lunch gathering.

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

6.0 Board Items

6.1 Case Study

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

Description:

I will offer a case study to stress test the Board's Policy Governance capabilities, as in the past. Think of it as a 'governance fire drill' to help build our skills and muscle memory.

Such table-top exercises are an excellent hedge against potential future issues.

I hope you find the process valuable.

Resource Impact:

None

Requested Board Action:

Information only.

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION

Action & Information Report

Planning Session Date: April 1, 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 Board Items

6.2 Regular Policy Reviews

BOARD POLICY: GOVERNANCE PROCESS: GP-02 Board Job Contributions,
 GOVERNANCE PROCESS: GP-04 Role of Board Chair,
 BOARD-CEO DELEGATION: BCD-00 Global BCD Statement,
 EXECUTIVE LIMITATIONS: EL-12 Land Use

Description:

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the enclosed regular policy reviews were postponed to a future meeting. I ask that the Board review and consider these policies for formal approval (as a block) during our next April Board meeting so that the policy review schedule is not further delayed.

Kindly consider the enclosed policies, with tracked changes where applicable, as proposed by Chairwoman Patterson, Trustee Heins, Trustee Thomas, and I for the Board's consideration.

1. GP-02 Board Job Contributions
2. GP-04 Role of Board Chair
3. BCD-00 Global Board-CEO Delegation Statement
4. EL-12 Land Use

I appreciate your consideration of these policies.

Resource Impact:

None

Requested Board Action:

Consideration of policies GP-02, GP-04, BCD-00, and EL-12.

Action Taken:



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



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



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



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 SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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 Board Items

6.3 Regular Interpretations Assessment

BOARD POLICY: EXECUTIVE LIMITATIONS: EL-12 Land Use

Description:

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the enclosed Executive Limitations policy EL-12 Land Use interpretations assessment was postponed to a future meeting. I ask that the Board review and assess these interpretations during this planning session so that the interpretations review schedule is not further delayed.

I appreciate your consideration of these changes at the next April Board meeting, again as a block approval..

Resource Impact:

None

Requested Board Action:

Consideration of policy EL-12 interpretations.

Action Taken:



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 SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 2025



TO: JC 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 Board Items

6.4 Regular Board Survey Reviews

BOARD POLICY: GOVERNANCE PROCESS: GP-00 Governance Commitment
 GOVERNANCE PROCESS: GP-01 Governing Style
 BOARD-CEO DELEGATION: BCD-06 CEO Compensation

Description:

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the enclosed Board survey reviews were postponed to a future meeting. I ask that the Board review these surveys during this planning session so that the Board survey review schedule is not further delayed. I further ask that the Board consider a block approval at the next April Board meeting.

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:



Jackson College Board of Trustees

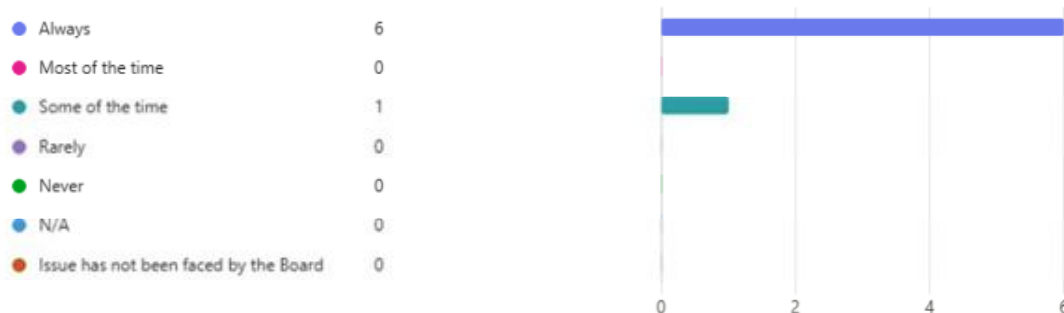
BOARD SELF-MONITORING SURVEY RESULTS: GP-01 Governing Style DATE: 03.13.2025

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?

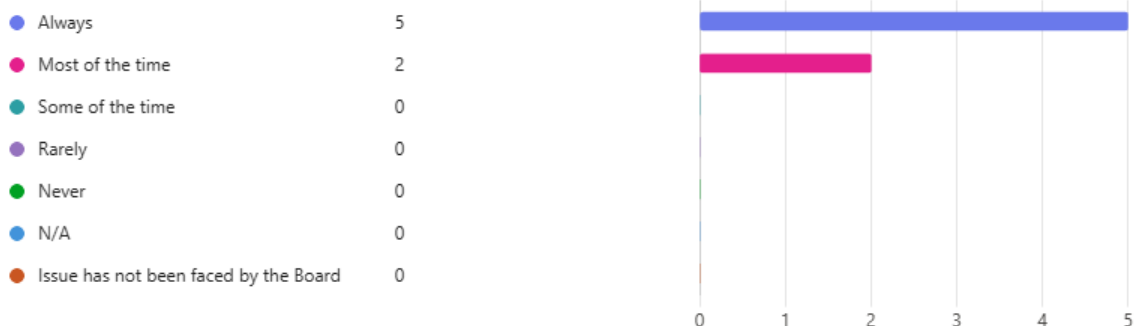


3. Provide specific representative examples to support your above response when applicable.

- 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?

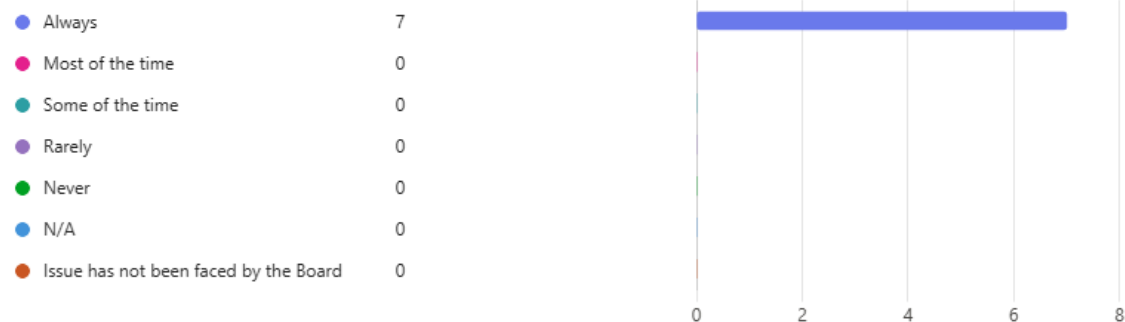


5. Provide specific representative examples to support your above response when applicable.

- 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?



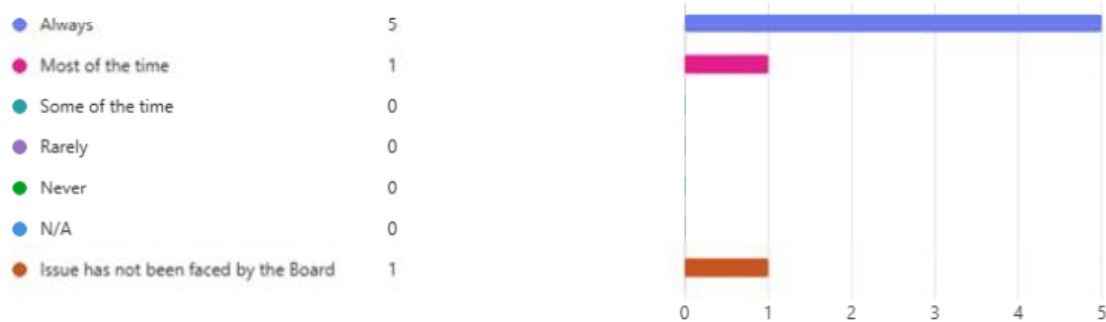
7. Provide specific representative examples to support your above response when applicable.

- 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?

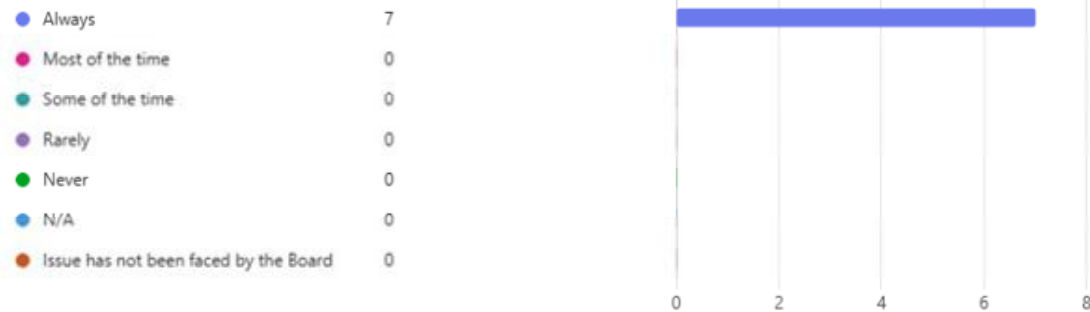


9. Provide specific representative examples to support your above response when applicable.

- 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?

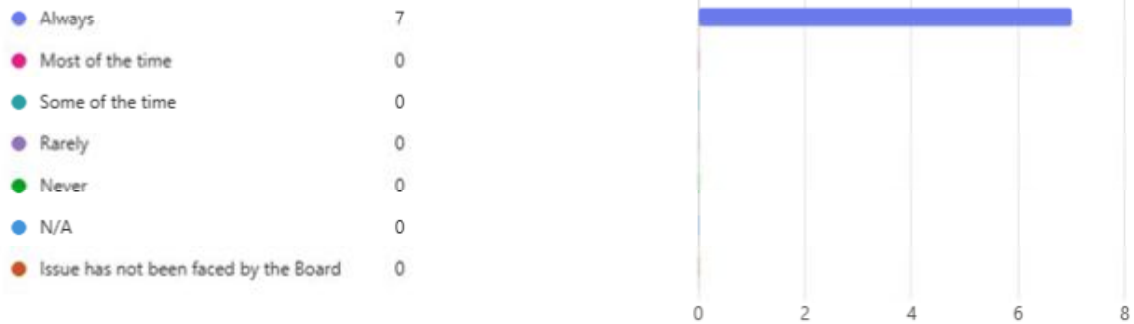


11. Provide specific representative examples to support your above response when applicable.

- 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?

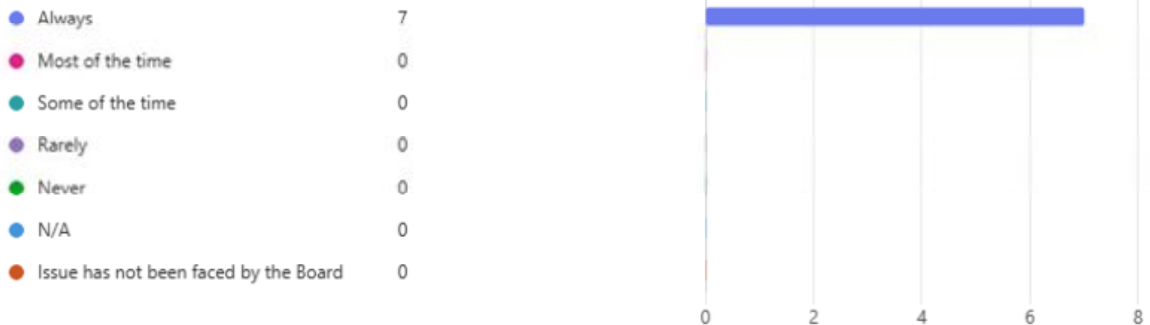


13. Provide specific representative examples to support your above response when applicable.

- 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



Jackson College Board of Trustees

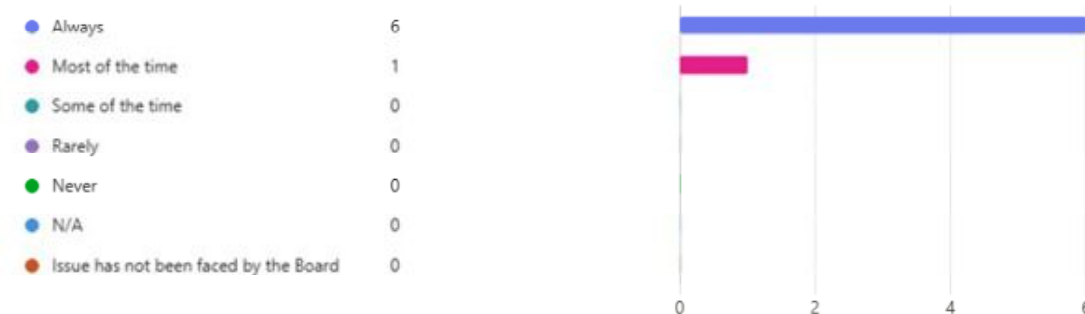
BOARD SELF-MONITORING SURVEY RESULTS: GP-00 Global Governance Commitment DATE: 03.13.2025

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



Jackson College Board of Trustees

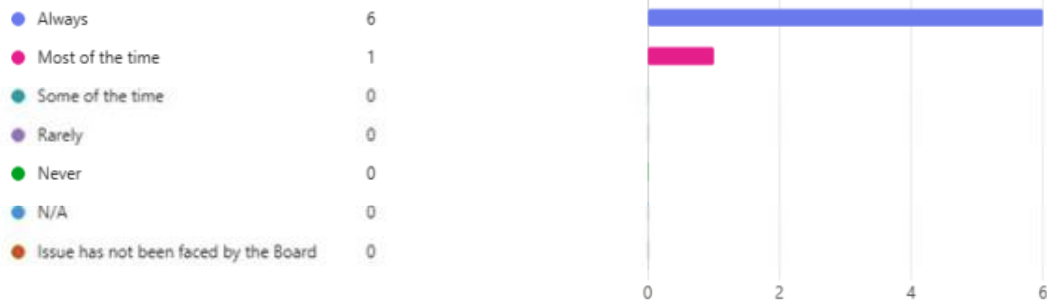
BOARD SELF-MONITORING SURVEY RESULTS: BCD-06 CEO Compensation DATE: 03.13.2024

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

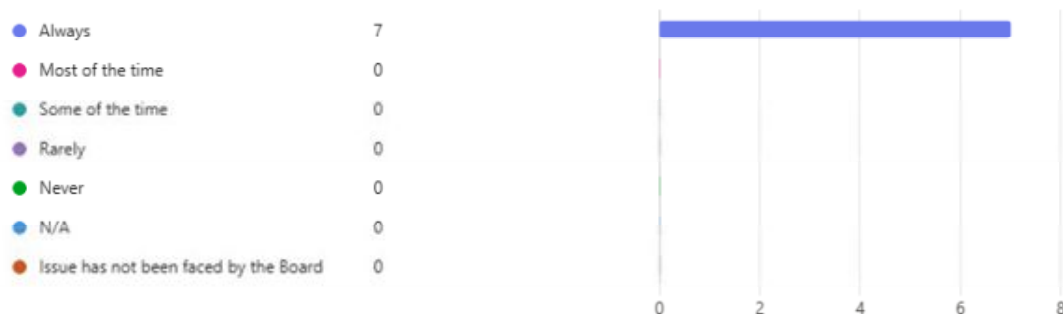


3. Provide specific representative examples to support your above response when applicable.

- 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?

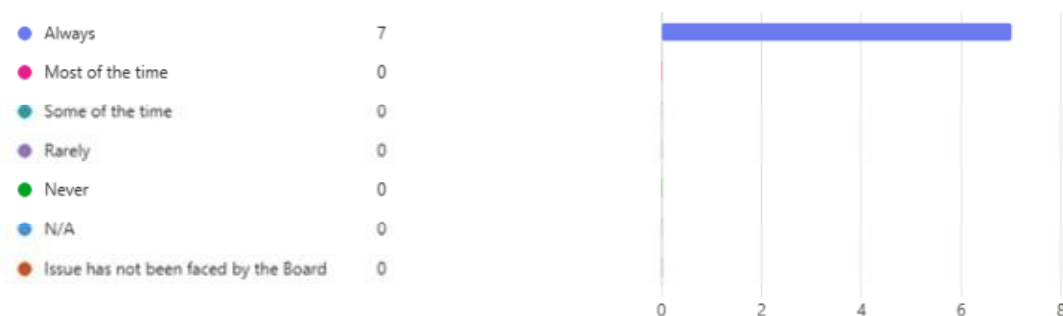


5. Provide specific representative examples to support your above response when applicable.

- 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?

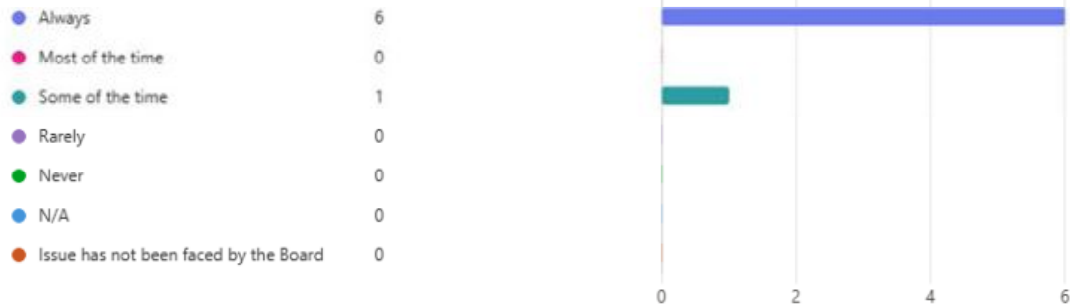


7. Provide specific representative examples to support your above response when q

- 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?

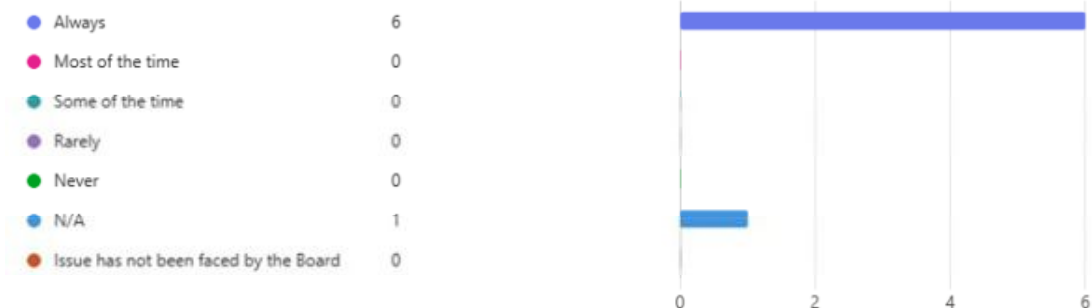


9. Provide specific representative examples to support your above response when applicable.

- *“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?

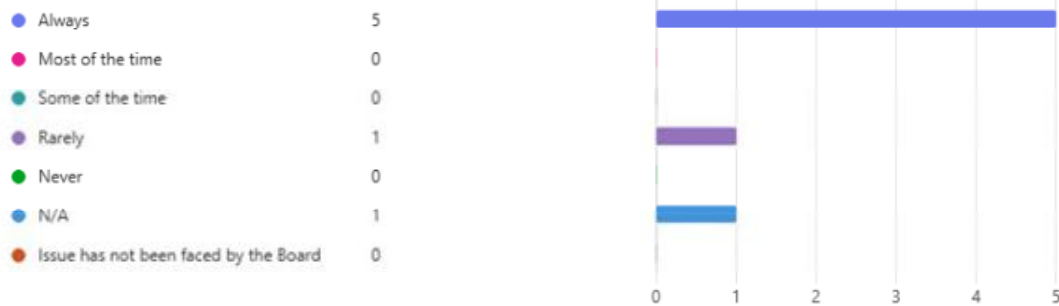


11. Provide specific representative examples to support your above response when applicable.

- 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?

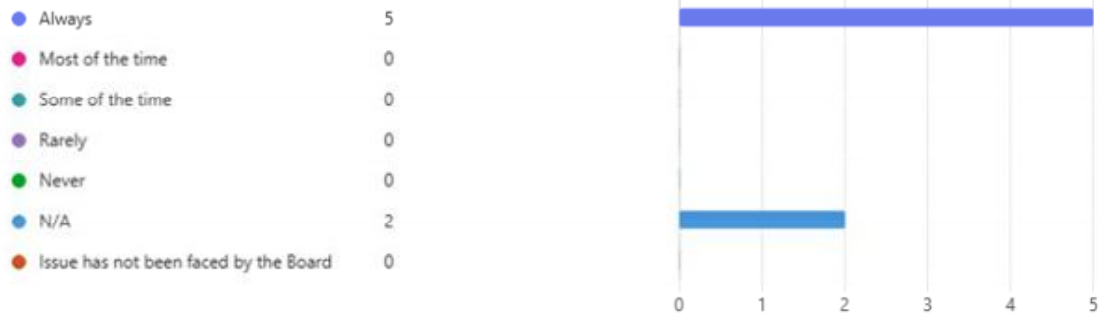


13. Provide specific representative examples to support your above response when applicable.

- 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 SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

6.0 Board Items

6.5 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.

I believe that this assessment includes questions aligned with the principles of Policy Governance, but is a simplified approach. 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:



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 SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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 Board Items

6.6 Ownership Linkage: HFJH Board Meeting Date

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

Description:

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. Though this meeting was initially scheduled for 05.21.25, the HFJH Board has requested that it be rescheduled to 08.20.25.

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

Requested Board Action:

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

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 2025



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>	
7.0	Other Board Items <u>BOARD POLICY:</u> EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board
Description: 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.	
Resource Impact: None	
Requested Board Action: Information only.	
Action Taken: 	

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

8.0 Plus/Delta

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

At this point, we welcome any feedback you have on how we can improve future meetings as well as what worked well from your perspective.

Resource Impact:

None

Requested Board Action:

Feedback and discussion

Action Taken:

BOARD OF TRUSTEES SPRING PLANNING SESSION
Action & Information Report
 Planning Session Date: April 1, 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?

9.0 Adjourn *

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

Board action is required to adjourn the meeting.

Resource Impact:

None

Requested Board Action:

Meeting Adjournment

Action Taken: