

Jackson College Board of Trustees Meeting Copy - For Posting

Regular Meeting



April 16, 2026 09:00 AM

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(*) Indicates a roll-call item



MISSION / VISION / MAROON & GOLD STANDARDS

MISSION

Together we inspire and transform lives.

VISION

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

MAROON & GOLD STANDARDS:

Why

Over the past few years, we've all seen just how quickly the world around us can change. Surely, our country is living through a period of division, uncertainty, and shifting values. In many workplaces, and even in higher education, clarity about purpose and expectations has been eroded, or at the very least, seems blurred. In moments like these, it's easy for the noise of the times to distract us from the core of what truly matters.

In my view, at Jackson College, we don't have the luxury of losing sight of a shared mission and purpose. The work we do here is too important, indeed the stakes for our students and community too high. Over the summer, I concluded that it is now the time to recenter ourselves, to keep first things first, and to speak plainly about who we are, what we stand for, and how we work together.

The following modified Vision Statement, Statement of Beliefs, and the companion lists of what employees can reasonably expect from Jackson College and what Jackson College can reasonably expect from its employees, are a way of doing that. They are not just words on paper. They are a reaffirmation of our shared purpose and a clear commitment to one another.

These statements make it unmistakable that student success is our highest priority, that professionalism and respect are non-negotiable, and that the greater good of the College must guide our decisions. I believe that they remind us that Jackson College is a place where people can grow, where input is valued, where we are responsible people, and where we treat each other with dignity, even when decisions do not go the way we might prefer.

We are, and must remain, an institution where excellence is expected, where integrity is lived, and where we willingly subordinate our personal preferences when the mission and direction call for it. This is how we honor our students, our colleagues, our community, and the trust the public has placed in us. It is how we create legacy.

This is now the moment to be intentional about our culture and not just yield to the changing attitude. We seek to create a place where people enjoy working, where they know they are appreciated, and where the work is worthy of the best we have to give.



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The following statements build upon a strong foundation for that kind of college. And they are a promise to one another...a noble pledge to Maroon & Gold Standards that currently struggle to find voice, no matter the challenges of the times.

Daniel J. Phelan, MBA, Ph.D.,
Jackson College
President & CEO

Jackson College Values

Introduction:

At Jackson College, our values are more than ideals, indeed they are lived commitments. They shape how we teach, lead, serve, and grow together. In a time of complexity and change, these values offer clarity and direction. They remind us of who we are, what we stand for, and how we carry our mission into every classroom, office, and conversation.

These values are aspirational by design and are intended to guide our daily work and elevate our collective purpose. They reflect our belief in the power of education, the importance of human connection, and the responsibility we hold to the public and one another.

Draft Jackson College Values:

1. We pursue truth through learning, dialogue, and discovery - We believe education begins with curiosity and thrives in a culture of evidence, inquiry, and intellectual courage;
2. We embrace the dignity of every person through compassion and respect - We care deeply for our students, employees, and communities, and honor each voice as essential to who we are;
3. We create opportunity through access, support, and belief in human potential - We are committed to helping every learner advance toward a better future;
4. We serve our communities with purpose and pride - Our mission compels us to strengthen the region we call home—through education, workforce development, and civic engagement;
5. We cultivate innovation to meet the challenges of tomorrow - We are future-focused, always learning, and unafraid to rethink how we teach, lead, and serve; and
6. We lead with integrity and are accountable to the public trust - In every decision and every action, we uphold the highest standards of ethics, transparency, and stewardship.



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Jackson College Beliefs

Introduction:

At Jackson College, our mission is more than a statement...it is a commitment lived out daily through the work of every one of us. In a time of complexity, rapid change, and increasing fragmentation across society, we are choosing to be a community grounded in shared purpose, high standards, and mutual respect.

This *Statement of Beliefs* reflects who we are and how we serve. It connects our individual roles to the College's larger mission and provides a common foundation for our decisions, actions, and relationships.

These beliefs affirm our dedication to student success, professional integrity, innovation, and the public trust. They are not abstract ideals. They are commitments we live by, each of us, every day, and hold ourselves in account to, because our work is important, our service to students is essential, and the College we build together must be impactful.

As employees of Jackson College, we believe...

- **student success is our highest calling.**
- **in acting with integrity and in service to the public trust.**
- **in pursuing truth through inquiry, evidence, and dialogue.**
- **in serving others with professionalism, respect, and compassion.**
- **innovation is vital to meet the challenges of today and tomorrow.**
- **we grow together through shared purpose and mutual responsibility.**

Reasonable, Sustainable, and Actionable Expectations Employees Should Have of Their Employer

Introduction:

At Jackson College, we believe that a thriving workplace is built not only on shared mission and values, but also on mutual understanding between the College and its employees. In an era marked by rapid change, increasing demands, and new ways of working, it is important to articulate what employees can reasonably expect from their employer.

These expectations are not abstract ideals; they are grounded in respect, professionalism, love, care, and service, as well as a commitment to institutional sustainability. They reflect our belief that a healthy organization honors its people by providing clarity, fairness, and support, while also upholding the standards necessary to serve our students and our communities well.



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Not every decision will include every employee, and not every challenge will have an easy answer. But we are committed to creating a work environment that is intentional, just, and human-centered. The following list outlines the foundational commitments that employees may reasonably expect from Jackson College in our shared work.

At Jackson College, employees may reasonably expect from their employer to:

1. Be Treated with Respect and Professional Courtesy - All employees should expect to be treated with civility, fairness, and basic human decency in the course of their work;
2. Receive Clear and Timely Communication - Employees should expect important and relevant information to be shared in a timely, clear, and consistent manner to help them perform effectively;
3. Work in a Safe and Orderly Environment - The workplace should be free from undue hazards, harassment, or dysfunction, and provide the tools needed for employees to succeed in their roles;
4. Have Clearly Defined Responsibilities and Expectations - Employees should expect to know what is required of them, receive feedback on their performance, and be supported in meeting clear, reasonable expectations;
5. Be Offered Opportunities for Skill Development and Growth - Every employee should expect access to tools for professional development, learning, and improvement; however, such development does not guarantee career advancement.
6. Maintain a Reasonable Workload and Time for Renewal - The College should strive to ensure employees are not consistently overburdened and have the time and space necessary to recharge and sustain high-quality work;
7. Receive Fair Compensation and Benefits - Employees should expect to be paid fairly, and on time, for their work and to have access to benefits that support their personal and family needs, within the College's resources and contractual parameters;
8. Be Recognized for Contributions - Employees should expect their efforts to be reasonably noticed, acknowledged, and appreciated, whether informally or through formal recognition efforts;
9. Be Trusted to Do Their Job - Employees should expect a baseline of trust, professional autonomy, and respect for their ability to carry out their duties, with accountability to same, but without unnecessary micromanagement; and
10. Have Opportunities for Input Where Appropriate - While not all employees will be involved in all decisions, they should expect that their input will be welcomed in areas relevant to their responsibilities and that supervisors and leadership will listen with sincerity when feedback is sought.



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Reasonable, Sustainable, and Actionable Expectations Jackson College Should Have of Its Employees

Introduction

As a public institution, Jackson College exists to serve the people of Jackson County and beyond through education, opportunity, and community impact. Our employees are the stewards of this mission. Whether in classrooms, offices, labs, or remote workspaces, each employee plays a vital role in fulfilling the promise of the College.

Excellence is not accidental—it is the product of clear expectations, ethical conduct, personal responsibility, and shared engagement. The following list outlines what Jackson College may reasonably expect from all employees. These expectations reflect standards of highly effective workplaces and are aligned with both the mission of the College and the trust placed in us by the students, families, and taxpayers we serve.

1. Serve Others with Excellence

Employees are expected to provide consistently high levels of service to students, coworkers, and the public. This includes demonstrating professionalism, kindness, responsiveness, and a willingness to go beyond minimum requirements to solve problems and improve experiences.

2. Act in the Interest of the Mission, Not Self

Decisions and behaviors must reflect a commitment to the College's mission and to those it serves—not personal convenience, recognition, or self-interest. Employees should remain mindful of how their choices impact the greater good.

3. Demonstrate Loyalty and Constructive Support for the College

Loyalty includes supporting the College's goals, representing the College positively, in the community, and contributing to a healthy, united workplace. Constructive feedback and respectful disagreement are welcome—but must be rooted in a spirit of shared success.

4. Uphold the Highest Standards of Ethics and Professional Behavior

Employees are expected to act with integrity, honesty, and fairness. This includes avoiding conflicts of interest, protecting confidential information, honoring commitments, and complying with College policies and applicable laws.



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5. Be Present, Reliable, and Ready to Contribute

Regular attendance, punctuality, and active engagement are essential. Employees should come prepared each day—whether in person or remote—and take full ownership of their responsibilities and work quality.

6. Strive for Excellence and Continuous Learning

A commitment to growth is expected. Employees shall pursue opportunities to improve their skills, stay current in their fields, and adapt their work to changing needs and new ideas.

7. Use College Resources Responsibly and Honorably

All College resources—time, technology, funding, and facilities—should be used efficiently, ethically, and solely for professional purposes. Employees are expected to avoid waste and treat public assets with care.

8. Foster a Respectful, Collaborative, and Engaged Work Environment

A healthy workplace depends on respect of the hierarchy of decision-making, on-going communication, and cooperation. Employees should actively contribute to a positive environment by engaging with others professionally and avoiding divisive or counterproductive behaviors.

9. Adapt to Change and Support Institutional Priorities

As the College evolves to meet new challenges, employees must remain flexible and responsive. This includes being open to new tasks, new technologies, and new ways of working that support Jackson College's strategic direction.

10. Communicate with Honesty, Clarity, and Purpose

Effective communication is essential. Employees should speak and write clearly, listen actively, and provide feedback constructively. Employees must understand that not everything can be known by everyone, and in the moment – that there is a difference between 'needing to know' for one's job duties, and 'wanting to know' which is idle curiosity. Communication should support understanding, alignment, and the successful pursuit of College goals.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

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



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

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|---|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| <u>GOVERNANCE PROCESS: GP-13 Special Rules of Order</u> <u>BOARD BY-LAWS</u> |
| Subject: (Topic or focus for consideration) |
| 1.0 Call to Order, Pledge of Allegiance of the United States, & Safety Tailboard |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>Chairwoman Lake will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:</p> <p>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”.</p> <p>Following the Pledge, CEO Phelan will lead the room through a safety tailboard briefing for the newly remodeled Boardroom, as well as for visitors to the College.</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Come to order, stand, recite the Pledge of Allegiance to the United States, and receive the safety briefing. |
| Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.) |

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026

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

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|---|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| BOARD BY-LAWS |
| Subject: (Topic or focus for consideration) |
| 3.0 Communications 3.1 Public Comments (limit of 5 minutes per person) |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>This item is placed on the agenda for any citizen to provide comments to the Board of Trustees. This agenda item represents the only period during the Board Meeting wherein persons may address the Board directly...the rest of the meeting is dedicated to the Board doing its own work, in a public setting. Public comments are limited to five (5) minutes, unless the time is modified by a majority vote of the Board. If a large group wishes to communicate the same message, the Board Chairwoman may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairwoman reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.</p> <p>REMINDER: Trustees are not to engage the presenters, per Board Policy, though the Board Chair will thank each presenter noting that the Board will take presenter comments under advisement. Doing so avoids potential legal liability for the Board (individually and collectively), as well as disruption of the Board-CEO Delegation policies and related authority and duties.</p> <p><u>The Chairwoman reads the following statement prior to persons offering comment</u>, but regardless, it is expected to be adhered to by persons wishing to address the Board: <i>“When addressing the Board, speakers are asked to be respectful and civil. Be advised that, as an on-going practice, the Board does not respond in this Board Meeting setting when the matter presented concerns personnel, student issues, operations, or other matters that are being addressed through the established grievance or legal processes, or otherwise are a subject of review by the Board of Trustees”.</i></p> |
| Requested Board Action: (If any) |
| Receive comments from people wishing to address the Board. |
| Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.) |



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026

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

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| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| BOARD BY-LAWS |
| Subject: (Topic or focus for consideration) |
| 3.0 Communications 3.2 Board Comments & CEO Comments 3.2.1 Brandy Johnson, President of Michigan Community College Association (MCCA) |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>This item is placed on the agenda for members, as well as the CEO, to make any prefatory comments before engaging in the board agenda content and deliberations. As such, Trustees can use this item to offer any comments of a non-action-oriented nature for the edification of other members and/or the CEO.</p> <p>However, our own board policy and good governance practice notes that this is not an occasion to make comments / respond to the attending public, <i>as this is a meeting of the Board, not the public</i>. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees.</p> <p>CEO Phelan will introduce visiting President of MCCA, Brandy Johnson, for a brief address.</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Receive non-action item comments from members and/or the CEO. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026

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

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| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board |
| Subject: (Topic or focus for consideration) |
| 3.0 Communications 3.3 Excellence Minute: 2026 Potter Outstanding Student Award Recipient – Jenovie Tshibumba |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>For this month’s Excellence Minute, we welcome the 2026 Potter Outstanding Student Award Recipient, Jenovie Tshibumba, who will share the story of what led her to Jackson College and what encouraged her to persist at Jackson College, leading to this tremendous achievement.</p> <p>I have no doubt that you will be moved by her remarks, and know that through your leadership, we continue to have profound impact on learners, thereby achieving our mission of “...inspiring and transforming lives.”</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Receive the highlight and ask any questions. |
| Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.) |



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 20, 2026

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

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|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership |
| Subject: (Topic or focus for consideration) |
| 4.0 Board Governance 4.1 Ownership Linkage Update |
| Description: (Concise explanation of the issue, item, or proposal) |
| CEO Phelan continues to pursue a meeting with Henry Ford Jackson Hospital’s Board via interim CEO, Dr. Wendy Kim despite the conclusion of the definitive agreement at HFJH. Rose Mercier, the Board’s Policy Governance Coach, will be conducting a training on the topic of Ownership Linkage (amongst other relevant governance topics) at the Board’s Spring Planning Session (04.30.26). |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Review the Board’s current Ownership Linkage activity. |

BOARD OF TRUSTEES MEETING
Action & Information Report
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TO: Jackson College Board of Trustees
FROM: Dr. Daniel J. Phelan, President & CEO

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|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| Jackson College Board of Directors Bylaws |
| Subject: (Topic or focus for consideration) |
| 5.0 Items for Decision 5.1 Foundation Board Membership Consideration * |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>As you know, the Foundation Board of Directors shall include not less than two (2) and not more than three (3) directors who are incumbent members of the Jackson College Board of Trustees.</p> <p>With the recent appointment of Mr. George Page to the JC Board of Trustees, the current roster of the Foundation Board of Directors now includes 3 directors who are incumbent members of the JC Board of Trustees (Donna Lake, Christopher Simpson, and George Page).</p> <p>Given some requests of members, I believe that this might be an ideal time for the Board to consider making any further amendments to the current JC Board of Trustees membership on the Foundation Board of Directors (i.e., proceed with 3 members, or reduce it to 2 members).</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Decide if the Board wants to proceed with 3 members or 2 members serving on both the JC Board of Trustees and Foundation Board of Directors. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

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|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board |
| Subject: (Topic or focus for consideration) |
| 5.0 Items for Decision 5.2 Consideration of FY '27 Tuition and Fees * |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>As you know, you were previously informed as to my proposed FY '27 budget and tuition and fee rates to the Board at our 03.09.26 meeting.</p> <p>It was my intention to bring the full budget forward for your consideration at this meeting. However, counsel has advised that it would be better to approve tuition and fee rates at this time. This approach will reduce rework for our business office and financial aid teams, while also allowing us to notify students sooner of the financial obligations associated with attending Jackson College. Then, in May or June, depending upon the timing of the tax information, we will bring forward the formal millage rate and a request for full budget for approval.</p> <p>Consequently, I bring forward our proposed tuition and fee rates, only, for your consideration. The same rates presented herein for Board consideration and approval have not changed since our previous meeting. To wit:</p> <ul style="list-style-type: none"> • In-District tuition at \$209.00 (was \$201.00), an \$8.00 (4.0%) increase. • Out-of-District at \$244.00 (was \$234.00), a \$10.00 (4.3%) increase, approximately 117% of the In-District rate. • Out-of-State/International at \$418.00 (was \$300.00), a \$118.00 (39.3%) increase, representing 200% of the In-District rate. • In-District Dual Enrollment at \$141.00 (was \$136.00), a \$5.00 (3.7%) increase. • Out-of-District Dual Enrollment at \$159.00 (was \$153.00), a \$6.00 (3.9%) increase. • Student Service Fee for Dual Enrollment and Middle and Early College at \$37.00 (was \$35.00) per billing contact hour, a \$2.00 (5.7%) increase. • Student Service Fee for In-District, Out-of-District, Out-of-State/International, and Veterans at \$57.00 (was \$55.00) per billing contact hour, a \$2.00 (3.6%) increase. |

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



- Digital Textbook Fee at **\$95.00** (was \$83.00) per course, a \$12.00 (14.5%) increase. The fee supports the delivery of digital textbooks to enrolled students through a textbook access program. Students may opt out and obtain textbooks independently.
- Educational Resources Fee at \$10.00 per course for courses utilizing OER materials rather than digital textbooks. This fee provides an additional instructional materials option for students and supports the use of openly licensed and instructor-created materials and related tools delivered in digital format. Students may opt out of this optional program and obtain course materials independently.
- Corrections Education Pricing aligned with Federal Pell Grant funding. The annual Pell award per student is assumed to remain unchanged for the FY 2026–27 academic year.
- Student meals at **\$12.00** (was \$13.00), a \$1.00 (-7.7%) decrease, and Employee meals at **\$13.00** (no change).
- Online course fees, as shown in the table below, reflect no change from Fiscal Year 2026.

| Billing Contact Hour(s) | Fee |
|-------------------------|---------|
| 1 | \$10.00 |
| 2 | \$20.00 |
| 3 | \$30.00 |
| 3.5 | \$35.00 |
| 4 | \$40.00 |

- Housing rates, as shown in the table below, reflect an increase of **\$200.00** per semester (approximately 6.6%–7.7% for fall and spring, depending on unit type).

| Unit | Fall | Spring | Summer |
|------------------------------------|------------|------------|------------|
| Gold and Maroon Hall Single | \$3,125.00 | \$3,125.00 | \$825.00 |
| Gold and Maroon Hall Deluxe Single | \$3,225.00 | \$3,225.00 | \$925.00 |
| Campus View 4 Bedroom Unit | \$2,875.00 | \$2,875.00 | \$800.00 |
| Campus View 2 Bedroom Unit | \$3,025.00 | \$3,025.00 | \$1,000.00 |
| Jets Village | \$2,800.00 | \$2,800.00 | \$2,800.00 |

BOARD OF TRUSTEES MEETING
Action & Information Report
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Resource Impact: (As applicable)

Budgetary

Requested Board Action: (If any)

Approval of proposed tuition and fees for FY' 27.

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026

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

| |
|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-01 Governing Style EXECUTIVE LIMITATIONS: EL-10 Access to Education GOVERNANCE PROCESS: GP-02 Board Job Contributions GOVERNANCE PROCESS: GP-04 Role of the Board Chair GOVERNANCE PROCESS: GP-10 Investment in Governance BOARD-CEO DELEGATION: BCD-00 Global Statement EXECUTIVE LIMITATION: EL-07 Compensation & Benefits EXECUTIVE LIMITATION: EL-09 Organization Culture BYLAWS |
| Subject: (Topic or focus for consideration) |
| <ul style="list-style-type: none"> 6.0 Consent / Required Approval Agenda <ul style="list-style-type: none"> 6.1 Adoption of Minutes <ul style="list-style-type: none"> 6.1.1 Regular Board Meeting, Dated 03.09.26 * 6.2 Policy Review <ul style="list-style-type: none"> 6.2.1 Executive Limitations <ul style="list-style-type: none"> 6.2.1.1 EL-10 Access to Education – Policy Review * 6.2.2 Governance Process <ul style="list-style-type: none"> 6.2.2.1 GP-02 Board Job Contributions– Policy Review * 6.2.2.2 GP-04 Role of the Board Chair – Policy Review * 6.2.2.3 GP-10 Investment in Governance – Policy Review * 6.2.3 Board-CEO Delegation <ul style="list-style-type: none"> 6.2.3.1 BCD-00 Global Statement – Policy Review * 6.3 Interpretations Assessment <ul style="list-style-type: none"> 6.3.1 EL-07 Compensation & Benefits – Interpretations Assessment * 6.3.2 EL-09 Organization Culture – Interpretations Assessment * |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>Linked are the minutes of the most recent meetings of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p> |

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

Enclosed for their regular reviews are Board Executive Limitations Policy EL-10 Access to Education, and Board Governance Process Policies GP-02 Board Job Contributions, GP-04 Role of the Board Chair, and GP-10 Investment in Governance to which policy pre-review Trustees (Chairwoman Lake, Trustee Simpson) and I recommend edits.

Linked for its regular review is Board-CEO Delegation Policy BCD-00 Global Statement to which pre-review Trustees (Chairwoman Lake, Trustee Simpson) and I do not recommend any changes at this time.

Enclosed also is the Managing Discussions during Board Meetings Case Study that the pre-review Trustees used to test the policy itself and their understanding thereof Governance Process Policy GP-04.

Lastly, enclosed for the Board's assessment are my revised interpretations for Board Executive Limitation policies EL-07 Compensation & Benefits and EL-09 Organization Culture.

PLEASE NOTE: The Board may approve / assess all of these as a whole or pull items from this agenda item for in-depth discussion.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Consideration of approving Board Meeting Minutes 03.09.26; approval of Executive Limitations policy EL-10 (as amended); approval of Governance policies GP-02, GP-04, and GP-10 (as amended); approval of Board-CEO Delegation policy BCD-00; and assessment of my interpretations of Executive Limitations policies EL-07 and EL-09 as reasonable.

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



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College
Central Campus, Bert Walker Hall,
Community Room 145
03.09.26

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 03.09.26, 4:30PM, at the Central Campus of Jackson College, Bert Walker Hall, Community Room 145.

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

Board Member Absence: Trustee George Page

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Michael Desnoyer, Jason Valente, Ashley Van Heest, Julie Hand, Benjamin Valdez, Doug Yenor, Cindy Allen, Dotty Karkheck, John Randle, Brendon Beer, Albert Rossner, Jonevie Tshibumba, Lisa Fellows, Michaela Baumgardner, Olivia Brautigan, Sara Anne Tomczak

Chairwoman Lake called the meeting to order at 4:30PM Eastern Daylight-Savings Time (EDT).

DECLARATION OF CONFLICT OF INTEREST

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

FY '26 AND '27 BUDGET DISCUSSION

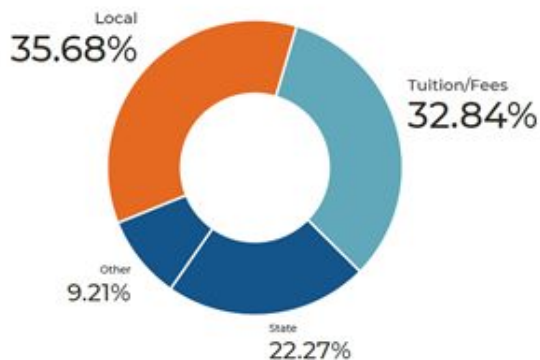
CFO Michael Desnoyer and CEO Phelan provided an overview of the College's current (i.e., FY '26) financial experience, referencing the [November 2025 Financial Report](#), the Board [approved budget](#) and the experience to-date.

For the FY '26 revenue budget versus projected actuals, CFO Desnoyer highlighted gains attributed to being well beyond the target for billing contact hours (BCH) at 122,135 BCH. The FY '26 budget had assumed 114,500 BCH. He also noted higher than budgeted enrollment and housing residents. The most significant shortfall (\$313,244) was a result of state appropriations assumed at a 2.5% increase that ended up only being a 1.6% increase.

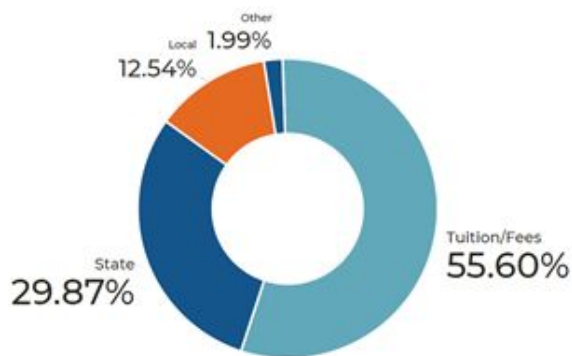
For the FY '26 expense budget vs. projected actuals, CFO Desnoyer highlighting savings from position vacancies, higher use of temporary staffing to cover vacancies, higher services driven by IT maintenance agreements and contracted services, and higher IT subscriptions and membership costs, yet still a projected operating surplus.

The charts below were referenced in CEO Phelan's reminder to the Board of JC's challenging revenue imbalance as compared to state average Michigan Postsecondary Data Inventory (MPDI).

Michigan Postsecondary Data Inventory Manual State Average Operating Revenue 2024-25



Jackson College: MPDI General Fund Revenue FY 25



CFO Desnoyer followed with JC's efforts regarding cash control, as recommended by the auditors. All internal control remediation validations have been fully implemented.

The Board subsequently considered plans for the FY '27 budget beginning with an overview of CEO Phelan's assessment of the current environment in which the College exists nationally, within Michigan, and locally, as well as possible implications for Jackson College going forward.

CEO Phelan's environmental scan highlighted:

- Uneven enrollment momentum
- Student age shifting younger (dual enrollment accelerating)
- Increased governance and political influence
- New federal landscape (Department of Education)
- Mandatory, improved student outcomes from Congress, accreditation, and the State of Michigan.
- FAFSA remains a moving target operationally
- Federal Pell Grant funding risk is real for FY '27
- New distance education rules
- ADA Title II digital accessibility deadlines arriving in 2026-2027

- Quickly shifting workforce and technology expectations
- Harnessing the strengths of AI
- Teaching and learning transformation

CEO Phelan described his tilt toward face-to-face, personalized, adaptive, skills-based learning to effectuate completion increases. JC’s cohort default is at an exemplary rate of 12%, for a bit of good news.

CEO Phelan went on to describe the Governor’s recommended FY ’27 budget, with a tuition restraint threshold expected at 4% and level ongoing State appropriations.

Ashley Van Heest shared new and notable initiatives at the College toward the 4 Strategic Agenda goals of committed, connected, innovative, and resilient as follows:

| | |
|--|---|
| <p>Goal 1: Committed Approval of Lenawee County Early College Residence Life = Living and learning community Improvement of student completion outcomes; Jets Ascend framework</p> | <p>Goal 2: Connected Development of Maroon & Gold Standards; Mission and Ethos position Spring 2026 township presentations Contracts - Faculty ratified; Staff in early planning</p> |
| <p>Goal 3: Innovative New programming in ATC and SIM Center UM-Dearborn Education articulation agreement Launching Education Program in Partnership with SAU & Local School Districts</p> | <p>Goal 4: Resilient Getting focused on grants and external engagement with Executive Director positions Accelerated annual budgeting process Prepping for 2028 HLC Site Visit</p> |

CEO Phelan described practical applications of:

- A minimum of 50% of the courses offered will be provided, on site, in person, on the Central Campus.
- Pursuit of a millage on the 11.03.26 ballot.
- Launch of a fundraising campaign.
- Aggressive pursuit of improved student completions by 3% through structural reforms, accountable work assignment, and through compensation incentives. A dashboard specifically for the Board will be developed to keep the Board abreast.

Jason Valente, VP of Facilities & Campus Services, reviewed intentions for the Capital Plan for the next 5 years, followed by a review of CEO Phelan’s tuition-setting structure that helped define the proposed FY ’27 budget targets (beginning with major revenue assumptions including tuition and fees, BCH, state appropriations, local property tax, and major expense assumptions including wages, union contracts, merit pay, retirement and benefits, services/staffing agency, transfers, transfer-debt

service, long-term debt, and capital equipment).

CFO Desnoyer provided the details of the proposed FY '27 budget of \$64.85M centered around an in-district tuition rate of \$209 and a universal student services fee of \$57.

The goal of this FY '27 budget discussion today was to stage Board approval of the FY '27 budget at its 04.20.26 regular Board meeting. CEO Phelan received the Board's feedback on the proposed FY '27 budget:

- Chairwoman Lake thanked the presenters and described being well-informed of the necessary direction.
- Trustee Hoffman described that the general fund revenue has changed over the years with state contribution being 50% in 2003, now 29% in 2026. He encouraged an increase in community contribution to higher education.
- Vice Chairman Heins described not liking a tuition increase over 3% but understanding the need for more in the current set of scenarios.
- Trustee Thomas described the necessary direction due to federal and state mandates.
- Trustee Simpson described the tremendous lift an increase in completion by 3% will be.
- CEO Phelan described work that he and Chief Advancement Officer Julie Hand are doing toward the pursuit of congressional discretionary spending and state appropriations.
- He clarified for Trustee Simpson that inclusion of CEP graduates and auto awarding has helped structural improvements. We now need to mine the data in different ways than we have before, particularly within instruction, to ensure better student outcomes. What it comes down to is what is needed to capture each human transformation opportunity. Engagement matters as we move away from a convenience strategy to a completion strategy.
- Vice Chairman Heins shared that he is pleased to hear that we are shooting for 50% completion rate.
- Trustee Thomas described appreciation for the focus on the students, keeping them in the center of the conversation.
- CEO Phelan has begun socializing student success reformation for institutional collaboration.
- Trustee Mackey requested that the Board be utilized toward the pursuit of a millage and referenced the speech below provided by CEO Phelan at the College's 2026 MLK Celebration Dinner:

We gather tonight because Dr. King's life continues to call us into something higher. Not simply remembrance, but responsibility. Not simply reflection, but resolve. Dr. King never asked people to admire him or his ideals from a safe distance. Rather, he asked them to stand up, speak up, and show up...especially when it was inconvenient, costly, or misunderstood.

Years later, President Barack Obama gave voice to that same responsibility when he said, "Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek." That is both encouragement and challenge, because it makes clear that the future does not belong to spectators. It belongs to people who decide to act.

Many of you know I grew up in the Tall Grass Prairie of Iowa. It was there I learned a great many values that still guide me today: Honor a handshake...Give grace when you can...Forgive more than is fashionable... Put in a full day's work for things that truly matter...Be kind to others...Have a bias toward action...Keep your word...And tell the truth.

The matriarch of our family for many years, my Grandmother Mary, had her own way of saying it: "Listen to the words, Danny, but watch the doing. The doing is what gives insight." I think about her often, especially now, because we live in a moment when words can travel fast...faster than facts...faster than understanding...sometimes faster than kindness. And as Jackson College is a public institution, we also live in a moment of real political pressure...competing expectations, changing requirements, differing lived experiences, and strong opinions from many directions. At the College we have to consider and be responsive to those realities as we can, because that is part of serving the public. But I can assure you that we do not lose our way in the process.

Our north star stays the same...to fulfill our mission, to educate and train, and to serve this community with love, care, and integrity...for everyone.

So tonight, I come before you to speak plainly...and to share my truth about Jackson College and our incredible work here.

Firstly, I have been blessed by the opportunity to serve as this College's President for nearly 25 years. I am invested in this community and work tirelessly, with many others, to make it better. Given that the national average tenure of a community college president is 3.7 years, I hope you see that I am dedicated not only to the work, but to this community. And in those 25 years, I've also learned a great deal from our board of trustees, from our employees, from our students, from companies and organizations...and from you...about your hopes for the future.

I can tell you that the truest story of Jackson College is not told in rumor or rhetoric. It's told in our work. It's told in outcomes. It's told in student lives changed...and in the lives of their families that are likewise changed. It's told in the quiet moments no camera captures...when a student is one problem away from stopping out, and someone at this college helps them stay in. When a student feels unseen, and a faculty member notices. When a family is stretched, and support from the College Foundation shows up right on time. Or when a

student who believes they have little self-worth is lifted up by a staff member who listens to their story...and gives them hope, support, and connection.

This is how Jackson College shows up for everyone.

We show up by making college possible financially...through scholarships and other supports that reduce barriers and keep doors open. Consider the story of one of our students I'll refer to as Tala. Tala was homeless and living in her car as she attended college. Upon learning of Tala's situation, the team here at Jackson College worked to get her a scholarship, emergency funding support from our Dick Wendt Charities Fund provided by college employee donations, and we helped to get her a job and academic support as she continued her studies. We have, and continue to support, many students with stories like Talas.

This is how Jackson College shows up for everyone.

We show up when the basics are the difference between staying enrolled and stepping away...our Harriet's Hub helps students access essentials, including food, toiletries, and other basic-needs supports, because you can't focus on learning when you're worried about getting through the week. This is how Jackson College shows up for everyone.

And we don't just address hunger in a symbolic way...we are committed to being a Hunger Free Campus. That means when students are hungry, we help. And when the need extends into their household, we work to support families too...because we know a student's ability to persist is often connected to what is happening at home. This is how Jackson College shows up for everyone.

We show up with practical support that prepares students to step into opportunity...our Jackets for Jets program provides professional clothing, because we want students to walk into an interview with confidence, and be judged on their preparation, not their pocketbook. This is how Jackson College shows up for everyone.

We show up with care, because student success is never only academic...it is human...our Oasis Center provides no-cost counseling support, and our Togetherall support extends mental health and peer support in a way that's accessible when and where our students need it. We want students to be well, not just enrolled. This is how Jackson College shows up for everyone.

We show up with health services that meet people where they are...our on-campus Health Clinic, in partnership with Henry Ford Jackson Hospital, supports physical well-being for about \$5 per student...though no one ever goes untreated because of cost. And our Dental Hygiene Clinic provides preventive services while training future professionals, because oral health is health, and preventive care matters. This is how Jackson College shows up for everyone.

We show up for students who are carrying the full weight of adulthood while trying to earn a credential...we have tiny homes on campus that support single parents who are pursuing an education, with stability, with wraparound supports, with access to child care, and often with a campus job that helps them build both income and experience while they learn. We are not asking them to choose between being a good parent and earning a better future. This is how Jackson College shows up for everyone.

We show up through our Center for Student Success...because sometimes what a student needs is not inspiration, but real, hands-on support. That includes services for students with disabilities, whether hearing, visual, physical, or other needs, so that access is not a barrier. And it includes tutoring and academic support for students who are struggling with the subject matter, because difficulty should never be a verdict...it should be a signal that help is on the way. This is how Jackson College shows up for everyone.

We show up for working families with our on-campus childcare center...because we know childcare is not a side issue...it's an education issue. When parents have dependable care, they can attend class, study, work, and persist. This is how Jackson College shows up for everyone.

And we show up with preparation for life and work...through our workforce training, transfer pathways, and hands-on learning programming, because this community deserves talent, and our students deserve economic and social mobility. This is how Jackson College shows up for everyone.

These are but a few of the many ways we show up for everyone at Jackson College

Here's what I want you to hear from me plainly: Jackson College was legislatively established in 1928 in the State of Michigan as a public institution of higher education for everyone...for our community...for you...and that has not changed, nor will it going forward. We exist for the people of this region. We were built for this community, and we remain accountable to this community. We will always be responsive to the responsibilities that come with public trust, and we will always keep our eyes fixed where they belong...on serving, educating, and building opportunity...for everyone.

If you ever want to know who we are, I invite you to come see us. Talk to our students. Meet our faculty and staff. Visit our programs. Walk our campus. Watch how this college shows up, day after day, with consistency, respect, love, and care. Because the clearest answer to doubt is seeing the work itself...rather than listening to the words of the loudest voices.

And speaking of showing up...I want to lift up the people who do this work every day...our faculty and staff. They are the steady heartbeat of this institution. They

teach. They mentor. They coach. They fix what breaks. They answer the phone. They welcome students back after a hard day. They listen to and empathize with our students' lives. They notice. They care. They stay late. They do the doing that matters. They prepare meals and for events like this one. For those employees in the room, please stand...and if you would, please join me in thanking the employees of Jackson College with your applause.

Tonight is also a celebration of the kind of service Dr. King would recognize immediately...people showing up for others, not for credit, but because it's right. That's why one of the most meaningful moments in our program each year is the presentation of the Dr. Martin Luther King Jr. Medal of Service Award. This evening, we will honor Mr. James Johnson Jr. for service that is steady and consequential...the kind of leadership that strengthens working families and strengthens a community from the inside out.

*And we're pleased to welcome our keynote speaker, Mr. Nathaniel "Nate" Jackson Jr., who will offer reflections in his address, *The Lessons of King!* In a time when it can feel easier to retreat into corners, we need voices that bring us back to conscience, courage, and the discipline of hope.*

So tonight, as we listen and as we honor, I hope you'll choose one next step before you leave this hall...something practical, something real. A conversation you'll have. A hand you'll extend. A commitment you'll renew. Because we are not waiting for a better future to arrive. We are building it...together.

Thank you again for being here. And now, let's begin this evening in the spirit it deserves...with open minds, grateful hearts, and a shared determination to carry these lessons forward in how we live, how we lead, and how we serve...for everyone...

- Daniel J. Phelan

MOTION BY TRUSTEE HOFFMAN TO RECESS FOR A BOARD DINNER DURING WHICH NO BOARD DISCUSSION OR DECISIONS WOULD ENSUE. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKAY, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

The Board took a recess at 6:06pm.

CALL TO ORDER

Chairwoman Lake called the meeting back to order at 6:38PM Eastern Daylight Savings Time.

COMMUNICATIONS PUBLIC COMMENTS

Summary of public comments:

Lisa Fellows provided the Board with an update on JC Corrections Education Program (CEP), including:

- Federal Correctional Institute (FCI) Milan is recognized across the country for the number of volunteer hours performed in providing programs to incarcerated individuals. Annually, volunteers provide roughly the equivalent of 5 full-time staff members. Logging about 10,000 volunteer hours, FCI Milan is first in the nation. Second place trails far below them and comprises an entire region of prisons instead of an individual one. Jackson College is part of this proud tradition and a valued partner in this endeavor!
- More day classes at MDOC allow students to take classes at more opportune times.
- Gratitude was shared to the Board for approving the new faculty contract which begins to recognize the unique working environment, sacrifices, inequities, and challenges in which our CEP instructors work.
- A College Algebra course has been added to the schedule for Fall 26 at Parnall Correctional Facility with a list of students eager to take it. The ability to offer this class is largely due to the leadership of Dr. Kristin Stockbridge in her role as Dean of Corrections Education.
- Another project that Dr. Stockbridge is assisting with is the return of the Associate of Science degree within the CEP.
- Annual class schedules are now becoming available for CEP students unlike they have before.
- Thanks were given to Dr. Stockbridge and Dr. Benjmain Valdez (Chief Academic Officer) for their support and commitment to CEP and faculty, as well as to the Board for continuing to make JC's work inside of correctional facilities possible.

EXCELLENCE MINUTE – Cast & Crew of Noises Off – Sara Anne Tomczak

Sara Anne Tomczak (JC Theatre Lead Faculty) shared participants in and a sampling from the JC Theatre Department's upcoming production of Noises Off.

OWNERSHIP LINKAGE

CEO Phelan shared that he will soon have a meeting with Henry Ford Jackson Hospital's Board via interim CEO, Dr. Wendy Kim, to discuss an Ownership Linkage opportunity with current board members prior to the conclusion of the Henry Ford Health System definitive agreement in April.

Regarding continued community engagement, Keith Everett Book and Ashley Van Heest will present at the Summit Township Board meeting on 05.12.26. Scheduling the same presentation at a Waterloo Township Board meeting is also in progress for this Spring.

CONSENT / REQUIRED APPROVAL AGENDA

Prior to the meeting, Board members individually reviewed the minutes of the most recent meeting of the Board dated 02.16.26, in consideration for placement into the formal record of the Jackson College Board of Trustees.

For their regular review, the Board considered their Board Executive Limitations policy EL-09 Organization Culture and Board-CEO Delegation policy BCD-06 CEO Compensation, to which policy pre-review Trustees (Chairwoman Lake, Trustee Hoffman, Trustee Mackey) and CEO Phelan recommended minor edits.

Vice Chairman Heins requested that Board-CEO Delegation policy BCD-06 CEO Compensation be discussed outside of the consent agenda.

Also for their regular reviews, the Board considered their Board Executive Limitations policy EL-07 Compensation & Benefits and Board Governance Process policies GP-00 Governance Commitment and GP-01 Governing Style, to which pre-review Trustees (Chairwoman Lake, Trustee Hoffman, Trustee Mackey) and CEO Phelan did not recommend any changes at this time.

To test the policy itself and their understanding thereof policy EL-07, the policy pre-review Trustees shared the Compensation and Benefits Obligation in Uncertain Times Case Study they used in their review of policy EL-07.

Lastly, the Board assessed CEO Phelan's revised interpretations for Board Executive Limitation policies EL-04 Financial Conditions & Activities and EL-08 Communication & Support to the Board.

MOTION BY TRUSTEE HOFFMAN TO:

- **APPROVE THE BOARD MEETING MINUTES DATED 02.16.26;**
- **APPROVE POLICY EL-04 AND POLICY AS AMENDED;**
- **APPROVE POLICIES EL-07, GP-00, AND GP-01;**
- **ASSESS CEO PHELAN'S INTERPRETATIONS OF POLICIES EL-04 AND EL-08 AS REASONABLE;**

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

Discussion ensued amongst the Board, CEO Phelan, and Brendon Beer regarding recommended changes to the Board-CEO Delegation policy BCD-06 CEO Compensation, as well as when and how those recommendations might best be discussed.

MOTION BY TRUSTEE HEINS THAT THE BOARD WILL REVIEW BOARD-CEO DELEGATION POLICY BCD-06 CEO COMPENSATION AT A FUTURE BOARD MEETING. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-11 Mission Support & Entrepreneurial Activity – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-11 Mission Support & Entrepreneurial Activity indicating Full Compliance according to his previously approved interpretations.

MOTION BY TRUSTEE THOMAS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-11 MISSION SUPPORT AND ENTREPRENEURIAL ACTIVITY AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKAY, PAGE, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided the monitoring compliance schedule an update on reports presented to the Board over the preceding 12 months with the compliance status noted – (all monitoring reports are fully compliant).

INFORMATION REQUESTED BY THE BOARD

Next Board Meeting Topics – 04.20.26

Below are currently anticipated topics.

- Excellence Minutes: TBD
- Policy Review: EL-10 Access to Education
- Policy Review: GP-02 Board Job Contributions
- Policy Review: GP-04 Role of the Board Chair
- Policy Review: GP-10 Investment in Governance
- Policy Review: BCD-00 Global Statement
- Policy Review: BCD-06 CEO Compensation
- Evidence Review: EL-12 Land Use
- Interpretations Assessment: EL-07 Compensation & Benefits
- Interpretations Assessment: EL-09 Organization Culture
- CEO Monitoring Compliance Schedule & Summary
- FY '26 Q2 Financial Report
- FY '27 Budget Approval Decision
- Pre-Audit
- College Feature: TBD
- Next Board Meeting Topic

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

Principles of Policy Governance:

Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process. They also reviewed the results of the 02.16.26 Board Meeting Self-Assessment Summaries.

MEETING CONTENT REVIEW

Trustees described that the presentation made by the Jackson College Theatre Department was a pleasant surprise.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 7:12PM EDT.

DRAFT



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Access to Education

Policy Number: EL 10

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Page,
Trustee Simpson

EXECUTIVE LIMITATIONS STATEMENT:

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

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

1. Cause or allow the setting of tuition and/or fees that do not provide for a reasonable balance of fiscal responsibility between learners and taxpayers, that does not consider forecasted enrollment, the level of anticipated State appropriations, union contracts, obligations, major strategic initiatives, requirements for total cost recovery, or a contribution to the overhead of the College.
2. Allow learners and potential learners to be uninformed of plans for future tuition and/or fee increases to allow learners in educational programs to do long-term financial planning.
3. Be without a consistent method that provides for appropriate recognition of learning outside of Jackson College provided educational programs.
4. Permit academically qualified learners to be without an environment that enables them to complete their educational programs.
5. Permit activities, circumstances, or decisions that jeopardize the ability of learners to enroll in available courses or programs, to obtain the instructional hours required for their to complete their course of studies, to reasonably complete their courses as well as their program of study, and/or transfer to a baccalaureate granting institution.

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

| Date Of Change | Version | Description of Change | Responsible Party |
|-----------------------|----------------|---|--------------------------|
| 11.11.19 | 1.0 | First release following Policy Governance consulting work. | Chief of Staff |
| 2.1.21 | 1.0 | Regular Review – Approved | Chief of Staff |
| 2.09.22 | 1.0 | Regular Review – Approved | CEO |
| 01.09.23 | 2.0 | Regular Review – Approved amendments to 1.0 and minor language throughout | CEO |
| 1.8.24 | 3.0 | Regular Review – minor amendments throughout | CGO |
| 1.13.25 | 3.0 | Regular Review – no changes | CGO |
| 3.17.25 | 4.0 | Federally mandated compliance changes | CGO |



| | |
|------------------------|-----------------------|
| Governance Process | ENDs |
| Board – CEO Delegation | Executive Limitations |

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: 4.0

Date Last Reviewed: 04.21.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Page,
Trustee Simpson

GOVERNANCE PROCESS STATEMENT:

As an informed agent of the Ownership, the Jackson College Board of Trustees'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 CEO role and function.
 - 3.2. Structured monitoring of the CEO as outlined in Board-Management

Delegation policies.

4. —Ongoing cognizance of federal, state, and local governmental actions and their associated bodies, as well as with other public and private organizations, regarding with respect to the immediate and prospective requisites of the College in fulfilling its ENDS.

- 5. Operational decisions that the Board has prohibited the 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 CEO's own compensation and benefits. [EL-6 item 1]

| 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 |
| 4.21.25 | 4.0 | Regular Review – Elimination of redundant sub-policy items under policy item #4. | CGO |
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|------------------------|-----------------------|
| Governance Process | ENDs |
| Board – CEO Delegation | Executive Limitations |

**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: 3.0
Date Last Reviewed: 04.21.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
 Trustee Page,
 Trustee Simpson

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 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 CEO.
 - 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 |
| 4.21.25 | 3.0 | Regular Review – replacement of “President’ with “CEO” throughout. | CGO |
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| | |
|------------------------|-----------------------|
| Governance Process | ENDs |
| Board – CEO Delegation | Executive Limitations |

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Investment in Policy Governance

Policy Number: GP 10

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Page,
Trustee Simpson

GOVERNANCE PROCESS STATEMENT:

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

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

governance and related functions, which shall include funds for Board and Board committee meeting costs; Board education, recruitment and orientation; costs of fiscal audit, legal counsel and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to Owner viewpoints and values, professional development, travel, etc. The Board shall be accountable for the use of this budget.

4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.

- 4.1 The Board will monitor its adherence to its own Governance Process and Board – CEO Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to an annual schedule.

| Date Of Change | Version | Description of Change | Responsible Party |
|-----------------------|----------------|--|--------------------------|
| 06.08.20 | 1.0 | First release following Policy Governance consulting work. | Chief of Staff |
| 03.13.23 | 1.0 | Regular Review - Approved | CEO |
| 03.11.24 | 2.0 | Regular Review – Minor edits & Omission of Schedule | CGO |
| 03.17.25 | 3.0 | Regular review – removed 4.1 & 4.2. Federally mandated compliance amendment. | CGO |



Jackson College Board of Trustees

Interpretations Assessment: EL – 07 Compensation & Benefits

Report Date: 04.20.26

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

POLICY STATEMENT:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

- The College will use 150% of the federal poverty rate for a family of 4, as determined by the Department of Health & Human Services, for all full-time employees. This will serve as the keystone for positions requiring an associate degree and increase by 15% for each subsequent degree required for the position. For positions that do not require a degree, the keystone minus 15% will serve as the baseline for starting wage.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) Salary ranges for administrators are prepared annually by the CEO and the CHRO Salary ranges within classifications for faculty and staff are established by the bargaining process with both unions.
- b) Any changes in salary ranges during the monitoring period are so noted in the monitoring report.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

6. Promise or imply permanent or guaranteed employment.

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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



Jackson College Board of Trustees

Interpretations Assessment: EL – 09 Organization Culture

Report Date: 04.20.26

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

POLICY STATEMENT:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when:

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

- a) There is a 24/7/365 tool with clear processes in place for employees to register a concern, and for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial

irregularities as well as dishonest, deceitful, fraudulent or criminal acts, and other violations of federal and/or state legislation.

- b) There is a 24/7/365 system in place that, for those incidents that do not implicate the CEO, and in which case there is a conflict, and a direct reporting relationship between the person conducting the investigation, and the person alleged to have engaged in improper activities, for safe reporting.
- c) There is a policy and documentation in place that notifies employees, that if they make false claims or allegations that prove to be unsubstantiated, and which prove to have been made maliciously, or knowingly to be false, these shall be viewed as a serious offence and shall be subject to disciplinary action, including termination from employment.
- d) There is a policy and documentation in place that ensures that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical activity.

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

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

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

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

INTERPRETATION:

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

b) The CEO has provided a series of institutional standards that outline expected employee action and behavior, as well as a statement of standards employees should expect from the institution.

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| EXECUTIVE LIMITATIONS: EL-12 Land Use |
| Subject: (Topic or focus for consideration) |
| 7.0 Monitoring CEO Performance 7.1 EL-12 Land Use – Evidence Review * |
| Description: (Concise explanation of the issue, item, or proposal) |
| Attached for your review is the evidence (i.e., Monitoring Report) for EL-12 Land Use. You will note that my report indicates <u>Full Compliance</u> according to previously established and approved interpretations. I will respond to questions you may have about the report. |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Board assessment of the monitoring report for Policy EL-10 for evidence of full compliance with a reasonable interpretation of the policy. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |



Jackson College Board of Trustees

Monitoring Report: EL-12 Land Use

[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-12: "Land Use". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

04.20.26

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

Date

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.

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), easements

and pipelines below ground 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.

EVIDENCE:

- a-b) On 04.10.26, the VP, Facilities & Campus Services confirmed that compliance is demonstrated through existing:

- Comprehensive Infrastructure System Plan:
The College maintains a current, GIS-informed infrastructure plan documenting all major utility systems, including but not limited to:
 - Gas
 - Water
 - Sanitary sewer
 - Stormwater systems (including watersheds, detention, and drainage infrastructure)
 - Electrical distribution systems
 - Building automation and controls (BAS)
 - Telecommunications and structured cabling
 - Easements and distribution pipelines

This plan is actively used to inform capital planning, maintenance, and development decisions.

- Campus Master Plan & Site Development Framework:
The College maintains a rolling five (5) year Campus Master Plan that documents existing conditions and future planned use of land and facilities, including:
 - Academic and instructional spaces
 - Residence Life and student housing
 - Athletics and recreation facilities
 - Campus services, infrastructure and support operations
 - Parking, roads, and pedestrian pathways (including accessibility)
 - Green spaces, landscaping, and environmental features
 - Expansion zones and redevelopment priorities
- Integration with Capital & Facilities Planning:
Land use and development decisions are aligned with:
 - The College's five-year rolling capital plan
 - Facilities Condition Assessment (FCA) data
 - Asset lifecycle and deferred maintenance priorities
 - Energy management and sustainability strategies

- Emergency management, safety, and regulatory compliance requirements
- Data-Driven Decision Making:
All major land use and development decisions are supported by engineering, architectural, financial, and operational analysis, ensuring alignment with industry standards and best practices.

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) 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.

EVIDENCE:

- a-b) On 04.10.26, the VP, Facilities & Campus Services confirmed that for this last monitoring period, there were no joint venture partnerships to report upon.

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 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 are informed by the use of "green building design" Leadership in Environmental Design (LEED) certification standards.

This interpretation is reasonable because it considers industry standards, as well as 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.

EVIDENCE:

On 04.10.26, the VP, Facilities & Campus Services confirmed compliance by affirming the following are in place:

a) Regulatory & Agency Coordination:

The College continues active coordination with local, state, and regional agencies including building departments, fire authorities, environmental regulators, and infrastructure partners, not only to remain in compliance but also as part of a comprehensive risk management strategy. These relationships ensure all projects meet or exceed applicable environmental, safety, and construction standards. Electrical permits are required for any electrical activity beyond simple maintenance. A full series of permits and stamped drawings are required for all new construction or renovation projects.

b) Professional Design & Project Planning:

Licensed architects, engineers, and specialty consultants were engaged for planning, design, and execution of capital and infrastructure projects during the monitoring period, ensuring compliance, environmental consideration, and alignment with campus standards.

c) Energy Efficiency & Infrastructure Modernization:

In 2026, the College continued implementation of energy-efficient strategies, including:

- Expansion and optimization of Building Automation Systems (BAS) across campus facilities including upgraded and modernized jace controllers and control board units.
- Continued LED lighting upgrades and controls

Significant HVAC and chilled water system improvements, most notably the creation of a centralized chilled water plant serving Jackson Main (JM), Justin Whiting (JW), the Health Laboratory Center (HLC), and the Field House (FH)

This system includes a closed-loop, food-grade glycol solution, representing the first installation of its kind in the history of Jackson College, and delivers multiple long-term benefits:

- Provides system redundancy between buildings, increasing reliability and operational continuity.
- Extends equipment lifespan and reduces damage and premature failure associated with high mineral content present in Summit Township water.
- Enables real-time load balancing and capacity distribution, allowing immediate response to heating and cooling demands.
- Improves overall energy efficiency and system performance.

Field House Air Conditioning enhances:

- Student-athlete and guest comfort, particularly during large events and peak seasonal conditions.
- Health and medical safety, reducing risks associated with extreme indoor temperatures.

- Facility preservation by minimizing expansion and contraction of the parquet flooring system, reducing long-term damage and maintenance costs.

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 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.

EVIDENCE:

a-b)

| Project | Applicable Criteria |
|---|--|
| JM Boiler upgrades. Implementation of a Central Plant Chilled Air System | Provision of enhanced learning and ancillary space consistent with ENDS achievement. |
| Potter Center- Second Floor Renovations Phase 3 of 3 | Provision of enhanced learning and ancillary space consistent with ENDS achievement. |
| Applied Technology Center | An opportunity to differentiate the College’s learning environment ancillary space consistent with ENDS achievement. |
| Soccer Complex- Phase 1 of 2 | An opportunity to differentiate the College’s learning environment ancillary space consistent with ENDS achievement. |

| | |
|--|---|
| Parking Lot/Beltway/Sidewalk Infrastructure repairs and replacement- Phase 1 of 4 | Provision of enhanced learning and ancillary space consistent with ENDS achievement. |
|--|---|

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|--|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| BOARD / CEO DELEGATION: BCD-04 Monitoring CEO Performance |
| Subject: (Topic or focus for consideration) |
| 7.0 Monitoring CEO Performance 7.2 CEO Monitoring Compliance Schedule & Summary |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>Attached is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.</p> <p>Recall that when 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Consideration of the CEO's compliance to-date. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |



President/CEO Monitoring Report Compliance

Jackson College

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



President/CEO Monitoring Report Compliance

Jackson College

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



President/CEO Monitoring Report Compliance Jackson College

| | | | | | | | |
|--|---------|-----|-----|-----|-----|-----|----------------------|
| EL – 09 Organization Culture | 1.12.26 | Yes | n/a | n/a | n/a | n/a | Compliant 1.12.26 |
| EL – 10 Access to Education | 2.16.26 | Yes | n/a | n/a | n/a | n/a | Compliant 2.16.26 |
| EL – 11 Mission- Support & Entrepreneurial Activity | 3.09.26 | Yes | n/a | n/a | n/a | n/a | Compliant 3.09.26 |
| EL – 12 Land Use | 4.20.26 | Yes | n/a | n/a | n/a | n/a | Compliant 5.12.25 |

| FY 2026-27 BOARD POLICY MONITORING, REVIEWING, & INTERPRETATIONS SCHEDULE | | | |
|--|--|---|--|
| FY 2026-27 Board Meeting Date | Monitoring Reports Due | Policy Reviews Due () = Trustees Responsible for Recommendations | Interpretations Due |
| August 11, 2025 | <p>Monitor EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-00 General Executive Limitations (CEO)</p> <p>Monitor EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p> | <p>(Donna Lake & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p> <p>Review Bylaws (every 5 years)</p> <p>Review BCD-03 Delegation to CEO</p> <p>Review BCD-04 Monitoring CEO Performance</p> | SKIP TO REARRANGE SEQUENCE |
| September 8, 2025 | <p>Monitor EN-01 (#4) Board's ENDS (CSIRO / COS)</p> | <p>Review BCD-01 Unity of Control</p> <p>Review GP-05 Role of Vice Chair</p> <p>Review GP-08 Board & Committee Expenses</p> | SKIP TO REARRANGE SEQUENCE |
| October 13, 2025 | <p>Monitor EN-01 (#5) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-01 Treatment of Learners (COO / CSSO / CAO / CHRO)</p> <p>Monitor EL-02 Treatment of Employees (COO / CHRO)</p> | <p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EN-01 (#1-3) Board's ENDS</p> <p>Review EL-00 General Executive Limitations</p> <p>Review EL-13 Use of Artificial Intelligences & Machine Learning</p> | SKIP TO REARRANGE SEQUENCE |
| November 3, 2025 | <p>Monitor EL-04 Financial Conditions & Activities (CFO)</p> <p>Monitor EL-08 Communication & Support to the Board (CEO)</p> | <p>(Donna Lake & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p> | <p>Interpret EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Interpret EL-00 General Executive Limitations (CEO)</p> <p>Interpret EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p> |

| | | | |
|--------------------------|---|--|--|
| <p>January 12, 2026</p> | <p>Monitor EL-07 Compensation & Benefits (CHRO) Monitor EL-09 Organization Culture (COO / CSSO)</p> | <p>(Teshna Thomas & Matt Heins) Review EN-01 (#5) Board's ENDS Review EL-01 Treatment of Learners Review EL-02 Treatment of Employees Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p> | <p>Interpret EN-01 (#4) Board's ENDS (CSIRO / COS)</p> |
| <p>February 16, 2026</p> | <p>Monitor EL-10 Access to Education (CFO / CSSO) Policy elements dispersed into other policies (EL-01, EL-02, EL-05, EN-01 (#1-3)) & policy EL-13 was eliminated: Monitor EL-13 Use of Artificial Intelligences & Machine Learning (CIO)</p> | <p>(Donna Lake & Chris Simpson) Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board Review GP-14 Handling Operational Complaints Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p> | <p>Interpret EN-01 (#5) Board's ENDS (CSIRO / COS) Interpret EL-01 Treatment of Learners (COO / CSSO) Interpret EL-02 Treatment of Employees (COO / CHRO)</p> |
| <p>March 9, 2026</p> | <p>Monitor EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p> | <p>(Phil Hoffman & Danielle Mackey) Review EL-07 Compensation & Benefits Review EL-09 Organization Culture Review GP-00 Governance Commitment Review GP-01 Governing Style Review BCD-06 CEO Compensation</p> | <p>Interpret EL-04 Financial Conditions & Activities (CFO) Interpret EL-08 Communication & Support to the Board (CEO)</p> |
| <p>April, 20 2026</p> | <p>Monitor EL-12 Land Use (CFLO)</p> | <p>(George Page & Chris Simpson) Review EL-10 Access to Education Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair</p> | <p>Interpret EL-07 Compensation & Benefits (CHRO) Interpret EL-09 Organization Culture (COO / CSSO)</p> |

| | | | |
|--------------|--|--|--|
| | | <p>Review GP-10 Investment in Governance</p> <p>Review BCD-00 Global Board-CEO Delegation Statement</p> | |
| May 11, 2026 | <p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p> | <p>(Teshna Thomas & Matt Heins)</p> <p>Review EL-11 Mission-Support & Entrepreneurial Activity</p> <p>Review BCD-05 CEO Succession</p> <p>Review GP-03 Board Planning Cycle & Agenda Control</p> <p>Review GP-12 Board Linkage with External Organizations</p> | <p>Interpret EL-10 Access to Education (CFO / CSSO)</p> |
| June 8, 2026 | <p>Monitor EL-03 Planning (CFO)</p> | <p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EL-12 Land Use</p> <p>Review GP-09 Board Code of Conduct</p> | <p>Interpret EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p> |

| FY 2026-27 BOARD POLICY MONITORING, REVIEWING, & INTERPRETATIONS SCHEDULE | | | |
|--|---|--|---|
| FY 2026-27 Board Meeting Date | Monitoring Reports Due | Policy Reviews Due () = Trustees Responsible for Recommendations | Interpretations Due |
| August 10, 2026 | <p>Monitor EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-00 General Executive Limitations (CEO)</p> | <p>(George Page & Chris Simpson)</p> <p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p> <p>Review Bylaws (every 5 years)</p> <p>Review BCD-03 Delegation to CEO</p> <p>Review BCD-04 Monitoring CEO Performance</p> | <p>Review EL-12 Land Use</p> |
| September 14, 2026 | <p>Monitor EN-01 (#4) Board's ENDS (CSIRO / COS)</p> | <p>(Teshna Thomas & Matt Heins)</p> <p>Monitor EL-03 Planning (CFO)</p> <p>Review BCD-01 Unity of Control</p> <p>Review GP-05 Role of Vice Chair</p> <p>Review GP-08 Board & Committee Expenses</p> | <p>Monitor EL-05 Asset Protection (CFO)</p> <p>Monitor EL-06 Investments (CFO)</p> |
| October 12, 2026 | <p>Monitor EN-01 (#5) Board's ENDS (CSIRO / COS)</p> <p>Monitor EL-01 Treatment of Learners (COO / CSSO / CAO / CHRO)</p> <p>Monitor EL-02 Treatment of Employees (COO / CHRO)</p> | <p>(Phil Hoffman & Danielle Mackey)</p> <p>Review EN-01 (#1-3) Board's ENDS</p> <p>Review EL-00 General Executive Limitations</p> | <p>Monitor EL-03 Planning (CFO)</p> |
| November 9, 2026 | <p>Monitor EL-04 Financial Conditions & Activities (CFO)</p> <p>Monitor EL-08 Communication & Support to the Board (CEO)</p> | <p>(George Page & Chris Simpson)</p> <p>Review EN-01 (#4) Board's ENDS</p> | <p>Interpret EN-01 (#1-3) Board's ENDS (CSIRO / COS)</p> <p>Interpret EL-00 General Executive Limitations (CEO)</p> |

| | | | |
|----------------------|---|--|--|
| <p>January 2027</p> | <p>Monitor EL-09 Organization Culture (COO / CSSO) Monitor EL-07 Compensation & Benefits (CHRO)</p> | <p>(Teshna Thomas & Matt Heins) Review EN-01 (#5) Board's ENDS Review EL-01 Treatment of Learners Review EL-02 Treatment of Employees Review GP-13 Special Rules of Order Review BCD-02 Accountability of the CEO</p> | <p>Interpret EN-01 (#4) Board's ENDS (CSIRO / COS)</p> |
| <p>February 2027</p> | <p>Monitor EL-10 Access to Education (CFO / CSSO)</p> | <p>(Phil Hoffman & Danielle Mackey) Review EL-04 Financial Conditions & Activities Review EL-08 Communication & Support to the Board Review GP-14 Handling Operational Complaints Review GP-11 Linkage with Ownership Review GP-15 Handling Alleged Policy Violations</p> | <p>Interpret EN-01 (#5) Board's ENDS (CSIRO / COS) Interpret EL-01 Treatment of Learners (COO / CSSO) Interpret EL-02 Treatment of Employees (COO / CHRO)</p> |
| <p>March 2027</p> | <p>Monitor EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p> | <p>(George Page & Chris Simpson) Review EL-09 Organization Culture Review EL-07 Compensation & Benefits Review GP-00 Governance Commitment Review GP-01 Governing Style Review BCD-06 CEO Compensation</p> | <p>Interpret EL-04 Financial Conditions & Activities (CFO) Interpret EL-08 Communication & Support to the Board (CEO)</p> |
| <p>April 2027</p> | <p>Monitor EL-12 Land Use (CFLO)</p> | <p>(Teshna Thomas & Matt Heins) Review EL-10 Access to Education Review GP-02 Board Job Contributions Review GP-04 Role of Board Chair</p> | <p>Interpret EL-09 Organization Culture (COO / CSSO) Interpret EL-07 Compensation & Benefits (COO)</p> |

| | | | |
|-----------|--|--|--|
| | | <p>Review GP-10 Investment in Governance Review BCD-00 Global Board-CEO Delegation Statement</p> | |
| May 2027 | <p>Monitor EL-05 Asset Protection (CFO) Monitor EL-06 Investments (CFO)</p> | <p>(Phil Hoffman & Danielle Mackey) Review EL-11 Mission-Support & Entrepreneurial Activity Review BCD-05 CEO Succession Review GP-03 Board Planning Cycle & Agenda Control Review GP-12 Board Linkage with External Organizations</p> | <p>Interpret EL-10 Access to Education (CFO / CSSO)</p> |
| June 2027 | <p>Monitor EL-03 Planning (CFO)</p> | <p>(George Page & Chris Simpson) Review EL-12 Land Use Review GP-09 Board Code of Conduct</p> | <p>Interpret EL-11 Mission-Support & Entrepreneurial Activity (COO / CFO)</p> |

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|--|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board |
| Subject: (Topic or focus for consideration) |
| 8.0 Information Requested by the Board 8.1 College Feature: Public Relations – Joe Gebhardt |
| Description: (Concise explanation of the issue, item, or proposal) |
| For this month’s College Feature, the Board welcomes our Jackson College Public Relations Manager, Joe Gebhardt, who will highlight all the good work he is doing with our media and social presence, illustrating how Jackson College shows up. |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Receive the College Feature and ask any questions of Joe Gebhardt. |
| Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.) |

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|---|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities |
| Subject: (Topic or focus for consideration) |
| 8.0 Information Requested by the Board 8.2 Quarterly Financial Report |
| Description: (Concise explanation of the issue, item, or proposal) |
| For the Board’s review is the quarterly financial report. I will provide a few highlights with respect to changes since the last quarter. You will note that there are no material deviations from the previous year. |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Receive the quarterly financial report. |



Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees



Prepared by the Business Office
February 28, 2026

Jackson College
Memo From Chief Financial Officer
For the February 28, 2026 Financial Report

Following is the February 28, 2026 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2025-2026 Budget as adopted at the June 9, 2025 Board of Trustees meeting.

General Fund

Revenues

- **Tuition and Fees** - Favorable to budget due to stronger enrollment and billing activity, including \$4.7 million in summer enrollment.
- **Property Taxes** - Unfavorable to budget due to the timing of tax collections and settlement activity.
- **State Appropriations** - Slightly favorable to budget due to the timing of scheduled state payments; however, full-year appropriations are projected to be approximately \$313.2 thousand below budget based on the final State of Michigan budget.
- **Contract Training** - In line with budget.
- **Miscellaneous** - Unfavorable to budget as these revenues are not earned evenly throughout the fiscal year.
- **Transfers** - Favorable to budget due to transfers from the Foundation supporting the Applied Technology Center and Simulation Center.

Expenses

- **Wages, Retirement & Benefits** - Favorable to budget due to accrual timing and savings from unfilled positions.
- **Services - Staffing Agency** - Unfavorable to budget due to temporary staffing needs.
- **Services** - Unfavorable to budget due to earlier recognition of annual and front-loaded service contracts.
- **Materials** - In line with budget.
- **Rent, Utilities, Insurance** - Slightly favorable to budget due to timing of payments.
- **Other Operating Costs** - Unfavorable to budget due to the timing and level of annual operating costs recognized year-to-date.
- **Transfers - Major Maintenance** - Unfavorable to budget due to the timing of a \$1.5 million transfer from available fund balance. Although planned under the FY 2025 Five-Year Master Plan, the transfer was recorded in FY 2026.
- **Transfers - Debt Service** - In line with budget.
- **Capital Equipment** - Unfavorable to budget due to Applied Technology Center and Medical Simulation Center expenses recorded year-to-date, which are expected to be offset by transfers from the Foundation.

Jackson College
Memo From Chief Financial Officer
For the February 28, 2026 Financial Report

Auxiliary Fund

Revenues

- **Textbook and Class Fees** - Slightly favorable year-to-date due to stronger enrollment and increased participation in the optional textbook program.
- **Housing** - Favorable to budget due to higher than anticipated occupancy.
- **Housing Scholarships** - Slightly unfavorable, consistent with higher housing participation.
- **Sales Bookstore** - Unfavorable to budget due to lower-than-expected sales activity and purchasing pattern shifts.
- **Potter Center** - Slightly unfavorable to budget due to an unexpected event cancellation.
- **Hospitality and Meal Plans** - Favorable to budget due to strong participation and the timing of revenue recognition.
- **Miscellaneous** - Favorable to budget due to timing and variability.

Expenses

- **Wages, Retirement & Benefits** - Slightly favorable to budget due to accrual timing and savings from unfilled positions.
- **Services - Staffing Agency** - Unfavorable due to temporary staffing needs.
- **Services** - Slightly favorable to budget due to timing of service costs recognized year-to-date.
- **Materials** - Unfavorable to budget; primarily driven by Jets Store/Bookstore inventory and Hospitality operating supplies.
- **Rent, Utilities, Insurance** - Favorable to budget due to limited charges recognized year-to-date.
- **Other Operating Costs** - Favorable to budget due to the timing of operating expenditures across auxiliary units.
- **Transfers** - Favorable as transfers typically occur later in the year.
- **Capital Equipment** - Unfavorable to budget due to hospitality equipment purchases.

Other Notes

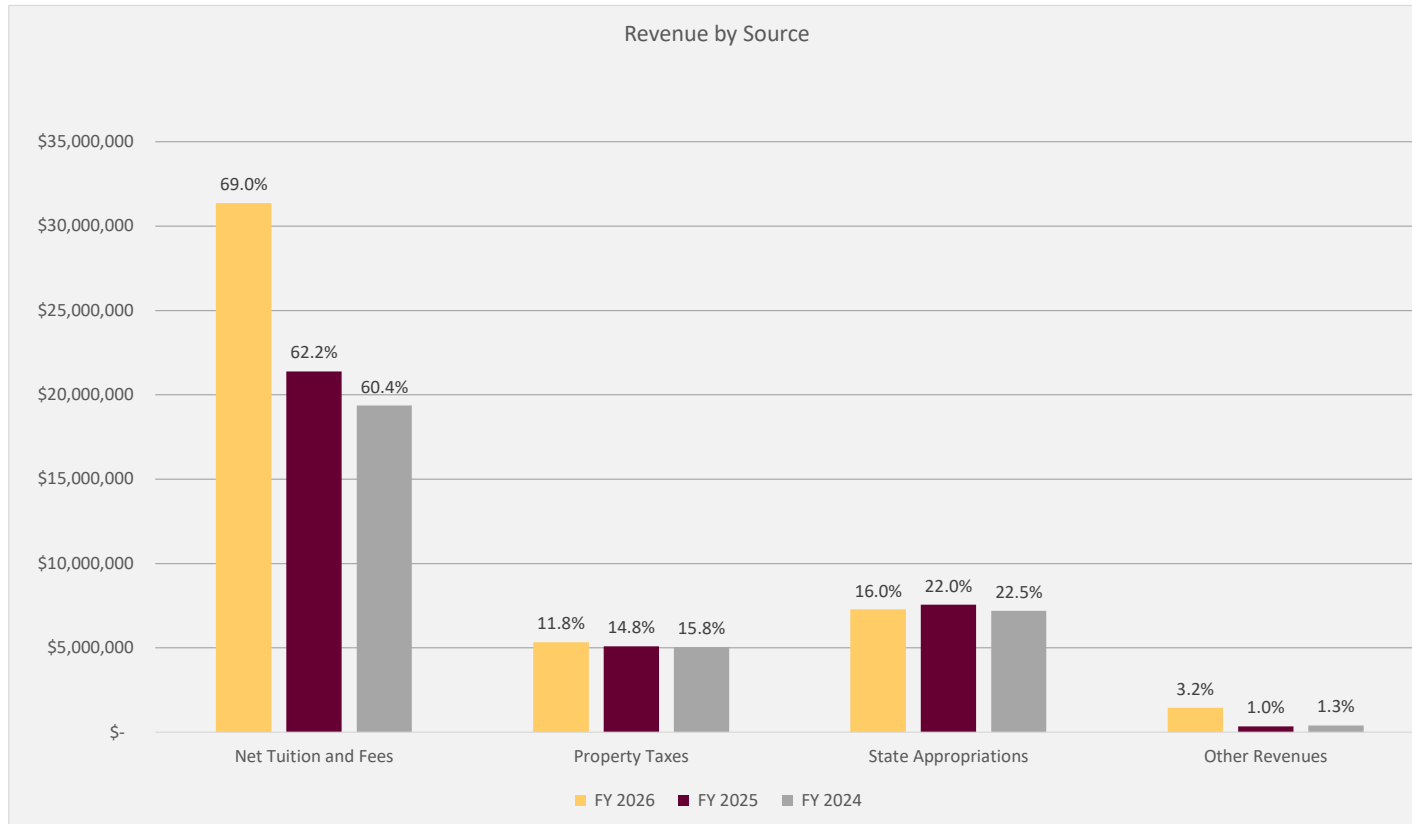
- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of February 28, 2026 the College is meeting this requirement.

Jackson College
 Revenue and Expense Statement
 General Fund - FY 26
 February 28, 2026
 Preliminary - Unaudited

| | 2025-2026 Original Budget | Percentage of Original Budget | Actual Year to Date | Actual Percentage of Budget | Planned Percentage to Date | Variance of Planned Percentage to Actual | Prior Year (FY25) to Date |
|-------------------------------------|------------------------------|----------------------------------|------------------------|--------------------------------|----------------------------------|---|------------------------------|
| Revenue | | | | | | | |
| Gross Tuition and Fees | \$ 30,424,830 | 56.5% | \$ 32,297,575 | 106.2% | 79.0% | \$ 8,261,959 | \$ 22,020,398 |
| Less Institutional Scholarships | (737,500) | -1.4% | (936,707) | 127.0% | 79.0% | (354,082) | (628,757) |
| Net Tuition and Fees | 29,687,330 | 55.1% | 31,360,868 | 105.6% | 79.0% | 7,907,877 | 21,391,641 |
| Property Taxes | 7,227,118 | 13.3% | 5,348,298 | 74.0% | 79.0% | (361,125) | 5,095,516 |
| State Appropriations | 15,622,100 | 29.0% | 7,279,143 | 46.6% | 45.5% | 171,087 | 7,571,956 |
| Contract Training | 221,500 | 0.4% | 145,503 | 65.7% | 66.7% | (2,238) | 126,007 |
| Miscellaneous | 786,112 | 1.5% | 443,768 | 56.5% | 66.7% | (80,569) | 209,422 |
| Transfers | 342,500 | 0.6% | 877,769 | 256.3% | 66.7% | 649,321 | 18,170 |
| Transfers - Federal Grant Funds | - | 0.0% | - | - | - | - | - |
| Total Revenues | \$ 53,886,660 | 100.0% | \$ 45,455,349 | 84.4% | 64.9% | \$ 8,284,353 | \$ 34,412,712 |
| Expenses | | | | | | | |
| Wages | \$ 19,627,732 | 36.3% | \$ 11,332,670 | 57.7% | 65.4% | \$ (1,503,866) | 10,655,586 |
| Retirement | 5,960,126 | 11.1% | 3,333,972 | 55.9% | 65.4% | (563,950) | 3,137,619 |
| Benefits | 3,566,134 | 6.6% | 2,162,908 | 60.7% | 65.4% | (169,344) | 2,033,693 |
| Services - Staffing Agency | 4,281,395 | 7.9% | 3,111,457 | 72.7% | 65.4% | 311,425 | 2,869,204 |
| Services | 4,135,008 | 7.7% | 3,381,906 | 81.8% | 66.7% | 623,856 | 3,981,899 |
| Materials | 3,411,216 | 6.3% | 2,250,799 | 66.0% | 66.7% | (24,482) | 1,438,238 |
| Rent, Utilities, Insurance | 2,108,260 | 3.9% | 1,340,854 | 63.6% | 66.7% | (65,355) | 1,496,487 |
| Other Operating Costs | 3,461,921 | 6.4% | 2,533,822 | 73.2% | 66.7% | 224,721 | 2,090,345 |
| Transfers - Major Maintenance | 3,370,674 | 6.3% | 3,781,766 | 112.2% | 66.7% | 1,533,526 | 707,324 |
| Transfers - Deferred Maintenance | - | 0.0% | - | - | - | - | - |
| Transfers - Debt Service | 3,869,694 | 7.2% | 2,579,796 | 66.7% | 66.7% | (1,290) | 2,386,501 |
| Transfers - Jets Store | - | 0.0% | - | - | - | - | - |
| Capital Equipment | 94,500 | 0.2% | 985,635 | 1043.0% | 66.7% | 922,603 | 138,749 |
| Total Expenses | \$ 53,886,660 | 100.0% | \$ 36,795,585 | 68.3% | 66.2% | \$ 1,287,844 | \$ 30,935,645 |
| Income Over (Under) Expenses | \$ - | | \$ 8,659,764 | | | \$ 6,996,509 | \$ 3,477,067 |

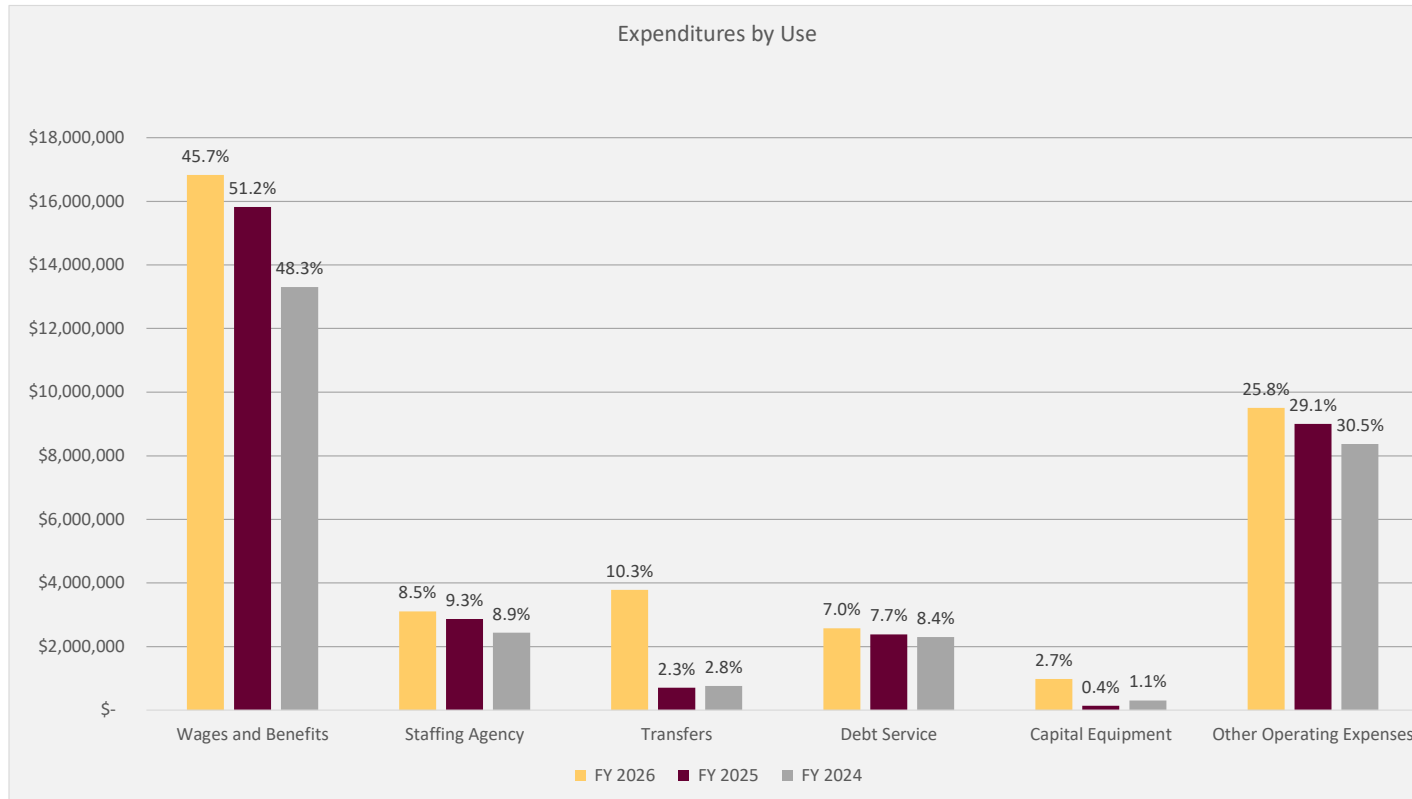
Jackson College
 General Fund Revenue Comparison
 2/28/2026

\$45,455,349



Jackson College
 General Fund Expenditure Comparison
 2/28/2026

\$36,795,585



Jackson College
 Revenue and Expense Statement
 Auxiliary Services
 February 28, 2026
 Preliminary - Unaudited

| | 2025-2026 Original Budget | Percentage of Original Budget | Actual Year to Date All Auxiliaries | Actual Percentage of Budget | Planned Percentage to Date | Auxiliary Units | | | |
|-------------------------------------|------------------------------|----------------------------------|---|-----------------------------------|----------------------------------|-------------------------|---------------------|-------------------------|-------------------------------------|
| | | | | | | Hospitality Services | Housing | Jets Store Bookstore | Potter Center Performing Arts |
| Revenue | | | | | | | | | |
| Textbook and Class Fees | \$ 3,912,571 | 55.3% | \$ 3,622,648 | 92.6% | 79.0% | \$ - | \$ - | \$ 3,622,648 | \$ - |
| Housing | 1,050,000 | 14.8% | 1,194,729 | 113.8% | 79.0% | - | 1,194,729 | - | - |
| Less Housing Scholarships | (143,655) | -2.0% | (137,271) | 95.6% | 79.0% | - | (137,271) | - | - |
| Sales Bookstore | 368,680 | 5.2% | 125,613 | 34.1% | 66.7% | - | - | 125,613 | - |
| Potter Center Activities | 488,000 | 6.9% | 303,986 | 62.3% | 66.7% | - | - | - | 303,986 |
| Hospitality and Meal Plans | 1,365,720 | 19.3% | 1,392,168 | 101.9% | 79.0% | 1,392,168 | - | - | - |
| Miscellaneous | 36,000 | 0.5% | 38,705 | 107.5% | 66.7% | - | 27,766 | - | 10,939 |
| Transfers - General Fund | - | 0.0% | - | - | - | - | - | - | - |
| Transfers - Foundation | - | 0.0% | - | - | - | - | - | - | - |
| Total Revenues | <u>\$ 7,077,316</u> | <u>100.0%</u> | <u>\$ 6,540,578</u> | <u>92.4%</u> | <u>73.7%</u> | <u>\$ 1,392,168</u> | <u>\$ 1,085,224</u> | <u>\$ 3,748,261</u> | <u>\$ 314,925</u> |
| Expenses | | | | | | | | | |
| Wages | \$ 1,421,411 | 20.1% | \$ 842,271 | 59.3% | 65.4% | \$ 423,092 | \$ 110,021 | \$ 111,845 | \$ 197,313 |
| Retirement | 329,934 | 4.7% | 207,498 | 62.9% | 65.4% | 95,694 | 17,244 | 27,840 | 66,720 |
| Benefits | 232,177 | 3.3% | 190,199 | 81.9% | 65.4% | 114,492 | 8,802 | 31,031 | 35,874 |
| Services - Staffing Agency | 10,000 | 0.1% | 38,139 | 381.4% | 65.4% | 38,139 | - | - | - |
| Services | 75,500 | 1.1% | 44,251 | 58.6% | 66.7% | 23,360 | 10,634 | - | 10,257 |
| Materials | 3,437,763 | 48.6% | 2,568,291 | 74.7% | 66.7% | 519,400 | 1,414 | 2,046,573 | 904 |
| Rent, Utilities, Insurance | 4,000 | 0.1% | 1,264 | 31.6% | 66.7% | 1,264 | - | - | - |
| Other Operating Costs | 625,373 | 8.8% | 401,336 | 64.2% | 66.7% | 2,956 | 21,039 | 8,370 | 368,971 |
| Transfers | 936,158 | 13.2% | 299,390 | 32.0% | 66.7% | - | - | 299,390 | - |
| Capital Equipment | 5,000 | 0.1% | 15,838 | 316.8% | 66.7% | 15,838 | - | - | - |
| Total Expenses | <u>\$ 7,077,316</u> | <u>100.0%</u> | <u>\$ 4,608,477</u> | <u>65.1%</u> | <u>66.2%</u> | <u>\$ 1,234,235</u> | <u>\$ 169,154</u> | <u>\$ 2,525,049</u> | <u>\$ 680,039</u> |
| Income Over (Under) Expenses | <u>\$ -</u> | | <u>\$ 1,932,101</u> | | | <u>\$ 157,933</u> | <u>\$ 916,070</u> | <u>\$ 1,223,212</u> | <u>\$ (365,114)</u> |

Jackson College
Balance Sheet and Changes in Fund Balance - FY 26
February 28, 2026
Preliminary - Unaudited

| | General Fund | Designated Fund | Restricted Fund | Auxiliary Fund | Endowment Fund | Debt & Property Fund | Activities Fund | Total |
|---|----------------------|----------------------|----------------------|---------------------|------------------|----------------------|-------------------|-----------------------|
| Assets | | | | | | | | |
| Cash | \$ (1,890,594) | \$ 15,829,300 | \$ 10,483,210 | \$ (1,803,906) | \$ 32,380 | \$ 4,382,797 | \$ 640,652 | \$ 27,673,839 |
| Restricted Cash in Escrow | - | - | - | - | - | - | - | - |
| Investments | - | - | - | - | 2,608 | - | - | 2,608 |
| Accounts Receivable | 4,848,181 | - | 199 | 4,601,177 | - | 1,260 | - | 9,450,817 |
| Inventories | 29,800 | - | - | 147,801 | - | - | - | 177,601 |
| Other Assets | 10,873,749 | - | 5,611 | 56,929 | - | 86,650,250 | - | 97,586,539 |
| Total Assets | <u>\$ 13,861,136</u> | <u>\$ 15,829,300</u> | <u>\$ 10,489,020</u> | <u>\$ 3,002,001</u> | <u>\$ 34,988</u> | <u>\$ 91,034,307</u> | <u>\$ 640,652</u> | <u>\$ 134,891,404</u> |
| Liabilities and Fund Balance | | | | | | | | |
| Accounts Payable | \$ 106,641 | \$ - | \$ 5,024 | \$ 39,980 | \$ - | \$ 7,848 | \$ - | \$ 159,493 |
| Accrued Liabilities | 608,892 | - | (11,696) | 352,592 | - | 28,058,616 | - | 29,008,404 |
| Deferred Liabilities | - | - | - | - | - | - | - | - |
| Unearned Revenue | 252 | - | - | 357,784 | - | - | - | 358,036 |
| Other Liabilities | 2,161,871 | - | 11,104,390 | 346,732 | - | 15,309 | 31,723 | 13,660,025.00 |
| Total Liabilities | <u>\$ 2,877,656</u> | <u>\$ -</u> | <u>\$ 11,097,718</u> | <u>\$ 1,097,088</u> | <u>\$ -</u> | <u>\$ 28,081,773</u> | <u>\$ 31,723</u> | <u>\$ 43,185,958</u> |
| Fund Balance | 10,983,480 | 15,829,300 | (608,698) | 1,904,913 | 34,988 | 62,952,534 | 608,929 | 91,705,446 |
| Total Liabilities and Fund Balance | <u>\$ 13,861,136</u> | <u>\$ 15,829,300</u> | <u>\$ 10,489,020</u> | <u>\$ 3,002,001</u> | <u>\$ 34,988</u> | <u>\$ 91,034,307</u> | <u>\$ 640,652</u> | <u>\$ 134,891,404</u> |
| - | | | | | | | | |
| Beginning Fund Balance | | | | | | | | |
| Net Investment in Capital Assets | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 64,870,937 | \$ - | \$ 64,870,937 |
| Major Maintenance and Equipment Replacement | - | - | - | - | - | (620,525) | - | (620,525) |
| Restricted | - | 690,408 | 1,785,053 | 299,385 | 34,938 | - | - | 2,809,784 |
| Future Operations | 2,323,716 | 14,809,769 | - | - | - | - | 581,824 | 17,715,309 |
| | <u>\$ 2,323,716</u> | <u>\$ 15,500,177</u> | <u>\$ 1,785,053</u> | <u>\$ 299,385</u> | <u>\$ 34,938</u> | <u>\$ 64,250,412</u> | <u>\$ 581,824</u> | <u>\$ 84,775,505</u> |
| Current Year Income | 45,455,349 | 329,123 | 21,845,829 | 6,350,387 | 50 | 4,917,285 | 141,266 | 79,039,289 |
| Current Year Expenses | 36,795,585 | - | 24,239,580 | 4,744,859 | - | 6,215,163 | 114,161 | 72,109,348 |
| Ending Fund Balance | <u>\$ 10,983,480</u> | <u>\$ 15,829,300</u> | <u>\$ (608,698)</u> | <u>\$ 1,904,913</u> | <u>\$ 34,988</u> | <u>\$ 62,952,534</u> | <u>\$ 608,929</u> | <u>\$ 91,705,446</u> |



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026

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

| |
|---|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control |
| Subject: (Topic or focus for consideration) |
| 8.0 Information Requested by the Board 8.3 Next Board Meeting Topics |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>This time has been set aside for the Board to affirm the agenda topics for the Board's next meetings (Board Spring Planning Session – 04.30.26 and Regular Board meeting (05.11.26). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda.</p> <p><u>Board Spring Planning Session – 04.30.26</u></p> <ul style="list-style-type: none"> • Board Governance Workshop – Rose Mercier <ul style="list-style-type: none"> ○ Value Proposition of Policy Governance ○ Representing the Owners ○ Ownership Linkage ○ Monitoring with Discipline ○ Staying in Governance Lanes ○ Board Case Studies • MCCA & ACCT GLI Conference Recaps <ul style="list-style-type: none"> ○ Bylaws Discussion • Navigating the Age of Chaos – BANI Book Discussion • Millage Campaign Discussion <ul style="list-style-type: none"> ○ College Expenditure Policy • CEO Healthcare / VEBA Discussion • College Updates <ul style="list-style-type: none"> ○ Student Achievement Imperative ○ Strategic Agenda Update ○ Staff Contract Negotiation Update ○ Budget Alignment & Accounting |

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 20, 2026



Board Regular Meeting – 05.11.26

- Excellence Minutes: TBD
- Policy Review: EL-11 Mission Support & Entrepreneurial Activity
- Policy Review: BCD-05 CEO Succession
- Policy Review: GP-03 Board Planning Cycle & Agenda Control
- Policy Review: GP-12 Board Linkage with External Organizations
- Evidence Review: EL-05 Asset Protection
- Evidence Review: EL-06 Investments
- Interpretations Assessment: EL-10 Access to Education
- FY '27 Budget Approval
 - Truth in Budgeting Hearing
 - Consideration of Authorization to Levy
 - Consideration of FY '27 Budget
- Pre-Audit
- CEO Monitoring Compliance Schedule & Summary
- College Feature: TBD
- Next Board Meeting Topic

Requested Board Action: (If any)

Review currently anticipated topics.

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|--|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-01 Governing Style |
| Subject: (Topic or focus for consideration) |
| 9.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 9.1 Principles of Policy Governance |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>This time has been set aside for the Board, as part of our continuous improvement work in order, to assess the Board’s work and commitment towards the Ten Policy Governance principles, as well as its governance practice.</p> <p>The URL link below will provide an overview of the Policy Governance principles that you can use for determining the effectiveness and efficacy of the Board’s work both in terms of this meeting and in general governance practice. https://governforimpact.org/resources/principles-of-policy-governance.html</p> <p>Enclosed are the results of the 03.09.26 Board Meeting Self-Assessment Summaries.</p> <p>Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Define particular areas for improvement in the governance process. |
| Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.) |



Jackson College Board of Trustees

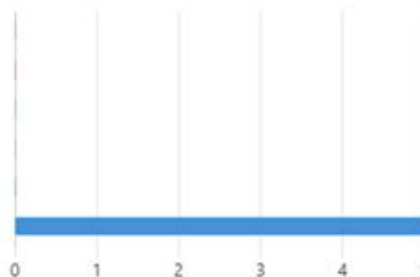
Board Post-Meeting Self-Assessment Report:

03/09/26 Meeting

1. *Number of Responses: 5 of 7 attendees*
2. *Did our discussions and decisions at today's Board Meeting remain at the governance level and avoid operational interference?*

Survey responses:

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



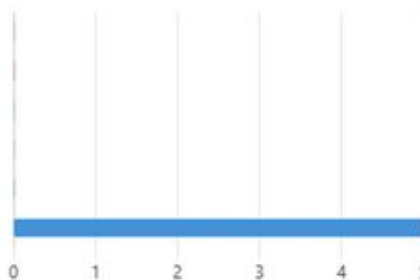
3. Comments:

- N/A

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

Survey responses:

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



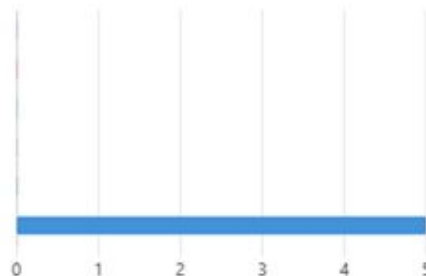
5. Comments:

- N/A

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

Survey responses:

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



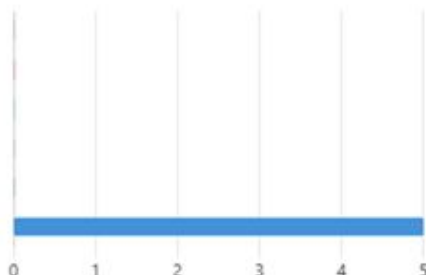
7. Comments:

- N/A

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

Survey responses:

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



9. Comments:

- N/A

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

Survey responses:



10. Comments:

- N/A

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 20, 2026



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

| |
|---|
| Report Category: |
| <input type="checkbox"/> Decision Request <input checked="" type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-01 Governing Style |
| Subject: (Topic or focus for consideration) |
| 10.0 Meeting Content Review |
| Description: (Concise explanation of the issue, item, or proposal) |
| <p>This item on the agenda provides the Board the opportunity to give the Board Chair and the CEO feedback on the quality of the content provided during this Board Meeting. We would appreciate receiving suggestions wherein you would like to see changes made to future Board Meetings.</p> |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Consideration of areas for meeting content improvement. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: April 20, 2026

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

| |
|--|
| Report Category: |
| <input checked="" type="checkbox"/> Decision Request <input type="checkbox"/> Information Only |
| Board Role Alignment: (Relevant Board Policy Quadrant and Number) |
| GOVERNANCE PROCESS: GP-13 Special Rules of Order |
| Subject: (Topic or focus for consideration) |
| 11.0 Adjourn * |
| Description: (Concise explanation of the issue, item, or proposal) |
| Board action is required to adjourn the meeting. |
| Resource Impact: (As applicable) |
| None |
| Requested Board Action: (If any) |
| Meeting adjournment. |
| Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.) |