

Jackson College Board of Trustees Meeting

Regular Meeting

April 21, 2025 06:30 PM



Agenda Topic	Page
Agenda	1
Jackson College Mission, Vision, Beliefs, & Values	4
5:45pm - Board Dinner - Board Dining Room [No Board Discussion / Decisions]	6
Robert's Rules of Order for Small Boards Guide	7
1. Call to Order & Pledge of Allegiance	9
2. Adoption of Minutes	10
2.1 Regular Board Meeting, Dated 03.17.25	11
2.2 Spring Planning Session, Dated 04.01.25	20
3. Declaration of Conflict of Interest*	36
4. Communications	37
4.1 Public Comments (limit of 5 minutes per person)	37
4.2 Board Comments & CEO Report	38
4.3 Excellence Minute: 04.14.25 HealthWise Breathe Easy Event	47
5. Ownership Linkage	48
5.1 Ownership Linkage: Meetings Schedule	48
6. Items for Decision	49
6.1 Governance Process	49
6.1.1 Policy Reviews *	49
6.1.1.1 GP-02 Board Job Contributions *	50
6.1.1.2 GP-04 Role of Board Chair *	53

MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

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

STATEMENT OF BELIEFS

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

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

MISSION DOCUMENTS

VALUES

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

BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

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

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

Description:

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

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

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

Description:

Chairwoman Patterson will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance:

The Pledge:

“I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all”.

Resource Impact:

None

Requested Board Action:

Come to order, stand, and recite the Pledge of Allegiance to the United States.

Action Taken:

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



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

2.0 Adoption of Minutes

2.1 Regular Board Meeting, Dated 03.17.25

2.2 Spring Planning Session, Dated 04.01.25

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, Bert Walker Hall Community Rooms

03.17.25

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 03.17.25, 6:30pm, at the Central Campus of Jackson College, Bert Walker Hall Community Rooms.

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

Board Member Absence: None

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Julie Hand, Heather Brown, Kaylona Butler

Chairwoman Sheila Patterson called the meeting to order at 6:35 PM Eastern Daylight Savings Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees meeting dated 02.17.25 were reviewed by the Board and moved into the permanent record by Chairwoman Patterson, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

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

COMMUNICATIONS

PUBLIC COMMENTS:

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

Chairwoman Patterson reminded the Board and public of the following:

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

Summary of Public Comments:

- JC Biology Professor Dr. Curt Blankespoor conducts research projects on effective methods of controlling outbreaks of the parasitic infection that causes swimmer's itch. A manuscript of one of his recently completed projects was published last week in The Journal of Parasitology.
- Under the leadership of Theatre Instructor Sara Anne Tomczak, JC is opening new theater classes, enrollment is rising, and JC is bringing in community members and high school students to join JC students both on stage and behind the scenes for the upcoming production of Puffs.
- Faculty, staff, and administration rallied together over multiple days to work on ways to abide by Executive Order 14173 and the related Dear Colleague Letter, while also remaining true to the College's mission and values. This was extremely difficult work - both labor-intensive and philosophically challenging -- and complicated by timing, in the middle of a semester with only two weeks' notice. However, with a great deal of collegiality and logistical support from administrators, they were able to make great strides in a short amount of time to ensure compliance.
- The Board and the Administration were encouraged to continue engaging with faculty in meaningful consultation as the College makes major decisions that could significantly impact JC students, curriculum, and the overall climate of the institution.
- Advocacy was shared for JC's formerly funded Men of Merit and Sisters of Strength leadership programs, which have transitioned to become student-sponsored organizations (SSOs), independently managed and funded by the student groups themselves, and will have the opportunity to request support from the College's Student Government Association (SGA) for programming that benefits and is inclusive of all students.
- Appreciation was shared for the contributions of former Director of Inclusive Excellence, Antoine Breedlove, and former Inclusive Excellence Coordinator, Sheridan McCarthy.
- Concerns were shared regarding Board policy changes being considered toward compliance with recent federal mandates.
- Concerns were shared for the future service and safety of marginalized groups at JC under recent federal mandates.
- Concerns were shared about the future relationship between JC and the community under recent federal mandates.
- Concerns were shared that the College's compliance with recent federal mandates was premature.

Chairwoman Patterson requested a motion to extend the Board meeting an additional hour.

MOTION BY VICE CHAIRWOMAN LAKE TO EXTEND THE BOARD MEETING BY AN ADDITIONAL HOUR FOLLOWING A BRIEF ADJOURNMENT. TRUSTEES

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

At 8:15pm, the Board of Trustees adjourned.

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

At 8:25pm, Chairwoman Patterson called the Board of Trustees back to order.

BOARD COMMENTS & CEO REPORT:

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

Chairwoman Patterson shared that the Woodrow Wilson Jr. Student Center remains open for all student engagement activities. Additionally, all students may participate in the 2 Commencement ceremonies being offered and may wear Kente stoles if they choose. JC will continue to provide open doors to all students.

Trustee Hoffman encouraged the public to speak to their legislators regarding recent federal mandates.

Trustee Mackey shared that as a former Sisters of Strength member herself, the decision for JC to no longer contribute funds to the organization did not come lightly. She described multiple factors that led to this decision for the College not to risk losing student federal financial aid funding and continue to exist. She re-enforced that the College's mission and initiatives will remain for all students.

Trustee Simpson thanked the public for bringing their information to the Board and described their words touched each Board member.

CEO Phelan introduced the College's new Chief Human Resources Officer, John Randle.

EXCELLENCE MINUTE – GEORGE E. POTTER OUTSTANDING STUDENT AWARD:

Julie Hand (Chief Advancement Officer) and JC Coach Heather Brown introduced the 2025 George E. Potter Outstanding Student Award recipient, Kaylona Butler, as this month's Excellence Minute. Kaylona will receive the award at the JC Honors event on 05.02.25.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Board Policies Impacted by Legislature – Urgent Policy Reviews

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

Part of that work included a review and adjustment, as needed, of the Board's own policies. The following Board policies have language that Chairwoman Patterson, Vice Chairwoman Lake, Trustee Simpson, and CEO Phelan recommended edits for adoption.

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

MOTION BY TRUSTEE LAKE TO APPROVE THE BYLAWS & POLICY EL-13 USE OF ARTIFICIAL INTELLIGENCES & MACHINE LEARNING WITHOUT AMENDMENT AND

POLICIES EL-01 TREATMENT OF LEARNERS, EL-02 TREATMENT OF STAFF, EL-05 ASSET PROTECTION, EL-09 ORGANIZATION CULTURE, EL-10 ACCESS TO EDUCATION, , EN-01 BOARD'S ENDS (#1-3), GP-01 GOVERNANCE STYLE, GP-09 BOARD CODE OF CONDUCT, GP-10 INVESTMENT IN GOVERNANCE, GP-11 BOARD LINKAGE WITH OWNERSHIP, & GP-13 SPECIAL RULES OF ORDER AS AMENDED.

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

CONSENT / REQUIRED APPROVAL AGENDA

BONDS SALE – RATIFICATION RESOLUTION APPROVAL

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

**MOTION BY TRUSTEE HOFFMAN TO APPROVE THE RATIFICATION
RESOLUTION FOR THE SALE OF THE ATC AFFILIATED BONDS. TRUSTEES
VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY,
PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED
UNANIMOUSLY.**

Jackson College, Michigan (the "Issuer")

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

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

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

Absent: Trustees

The following preamble and resolution were offered by Trustee Philip E. Hoffman and supported by Trustee N/A:

WHEREAS:

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

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

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

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

NOW, THEREFORE, BE IT RESOLVED THAT:

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

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



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

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

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

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

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

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

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

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

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

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

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

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

Nays: Trustees

Resolution declared adopted.


Chairperson, Board of Trustees

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


Chairperson, Board of Trustees

CJI/keh



DRY

150 Dearwood Circle
Suite 300
Ann Arbor, MI 48108
734-964-9700
734-964-9710 fax
www.pitt.com

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

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Serial Bonds:					
	05/01/2027	1,000,000	5.000%	2.770%	104.478
	05/01/2028	1,000,000	5.000%	2.840%	108.325
	05/01/2029	1,085,000	5.000%	2.910%	107.984
	05/01/2030	2,315,000	5.000%	3.000%	109.357
		5,400,000			
Dated Date 04/02/2025					
Delivery Date 04/02/2025					
First Coupon 11/01/2025					
Per Amount		5,400,000.00			
Premium		411,250.95			
Production		5,811,250.95		107.615758%	
Underwriter's Discount		(15,680.00)		(0.290000%)	
Purchase Price		5,795,580.95		107.325758%	
Accrued Interest					
Net Proceeds		5,795,580.95			

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted.

MOTION BY VICE CHAIRWOMAN LAKE THAT THE BOARD HAS ASSESSED THE CEO MONITORING COMPLIANCE SCHEDULE AND SUMMARY AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH REASONABLE INTERPRETATIONS OF ALL EXECUTIVE LIMITATION AND ENDS POLICIES. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

In the interest of time, due to the extensive public comments, the following agenda items will be moved to a future Board meeting:

- Ownership Linkage: HFJH Board Mtg. Date
- GP-02 Board Job Contributions – Regular Policy Review
- GP-04 Role of Board Chair – Regular Policy Review
- BCD-00 Global Board-CEO Delegation Statement – Regular Policy Review
- EL-12 Land Use – Regular Policy Review
- EL-12 Land Use – Interpretations Review
- GP-00 Governance Commitment – Board Survey Review
- GP-01 Governing Style – Board Survey Review
- BCD-06 CEO Compensation – Board Survey Review
- Consideration of New Board Performance Monitoring Methodology
- College Feature: Theatre Department
- Next Board Meetings Topics

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 8:54pm ET.



SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, Potter Center Boardroom

04.01.25

[DRAFT & UNOFFICIAL]

The Spring Planning Session of the Board of Trustees of Jackson College was held on Tuesday, 04.01.25, 8:00am, at the Central Campus of Jackson College, Potter Center Boardroom.

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

Board Member Absence: Trustee Philip Hoffman

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, John Globoker, Jennifer Dobbs, Ashley Van Heest, Julie Hand, Jason Valente, Jesse Wallenfang, Ashley Banks

Chairwoman Sheila Patterson called the meeting to order at 8:00 AM Eastern Daylight Savings Time.

DECLARATION OF CONFLICT OF INTEREST

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

COMMUNICATIONS

PUBLIC COMMENTS:

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

There was no public comment.

FY '25 COLLEGE UPDATE

CEO Phelan started the planning session with the top ten issues likely to impact Jackson College in the coming year:

10. Focus on Workforce Alignment, Career Readiness, & Economic Development
9. Expansion of Online and Hybrid Learning Models
8. Adapting to Changing Student Demographics
7. Emphasis on Data-Advised Decision Making
6. Strengthening K-12 and Community College Partnerships
5. Mental Health & Well-Being of Students and Staff
4. Evolving Federal and State Policies Impacting Higher Education
3. Financial Challenges Amid Declining Enrollments
2. Continuing Shift Toward Short-Term Credentials and Micro Credentials
1. Integration of Artificial Intelligence (AI) in Higher Education

Trustee Heins asked if JC classrooms are ready for a hybrid experience. CEO Phelan explained that they are not ready for a robust hybrid experience yet, but it is being strongly considered. CEO Phelan described the College's new recording studio put in place in Bert Walker Hall at the recommendation of JC Instructor, Dr. Sonja Howell, which is a new resource for faculty to use in creating high quality recordings of their lessons for online use. For the hybrid classrooms, Trustee Heins described that an increase in the IT budget may be necessary.

COLLEGE'S NEW WEBSITE

JC Graphic/Web Designer, Ashley Banks, offered an update on the College's website, which is being upgraded using new software. This project experienced a data transfer delay but should be launched by this coming June. She offered a demo of the new website for the Trustees.

ON THE HORIZON FOR JC

CEO Phelan shared aerial views of the Applied Technology Center construction thus far, as well as the most recent photos of the Sim Lab build-out in Whiting Hall.

CEO Phelan described what is on the horizon for Jackson College:

- Competency-Based Education in 01.26
- New Programs: Nuclear & Hydrogen Techs, and Education
- Capitol Campaign
- Expanded Partnership with Siena Heights
- Preparation for HLC Comprehensive Visit
- Faculty Association Negotiations
- 7th Educational Pathway: Business
- Getting Focused on Persistence & Completion

Vice Chairwoman Lake described her appreciation that the College is considering bringing back an education pathway partnership potentially with Siena Heights.

CONGRESSIONAL / LEGISLATURE ACTIONS:

The Board reviewed actions the Board and College have taken in response to recent Congressional and Legislature directives and organizational shifts, actions found via JC's public facing website [here](#).

CEO Phelan described advocating to keep Pell grant funding at least at the current level, and to continue to receive Perkins grant funding. The minimization of the USDOE and moving Pell to the US Department of Treasury could have a chilling effect on processing the FAFSA and fund distributions.

The Governor's recommendation is generally favorable to community colleges. There is discussion currently about the potential for ITEMS funding.

AFTER ACTION REPORT / COMMUNITY ENGAGEMENT:

The Board completed an After-Action Report together, affirming the Board's objectives for the Congressional / Legislature scenario, what they expected to happen, what actually happened, as well as what and how they can improve in their actions in the future. This discussion provided insight for future occasions, additional professional development, and policy changes. It also explored the effectiveness of the Board and College's community engagement throughout this scenario and going forward.

Vice Chairwoman Lake commended the administration for their quick action internally and felt that policy governance was followed well. She described that community-wide discussion was lacking.

Trustee Simpson described information being shared quickly and in a timely manner with the Board, in the best interest of the College. Public comment was expected, considering the topic, and appreciated. Communication with the community and students could perhaps have been messaged differently for their consumption.

Trustee Mackey shared appreciation for the administration, for not putting JC in danger. She also described a lack in transparency with the community and students. She described that public forums could positively impact community engagement with and perspective of JC. She suggested conducting town halls in downtown Jackson. She asked CEO Phelan for a robust strategic plan for JC's community engagement, to aid in re-establishing and developing relationships with the community.

Trustee Thomas described a quick reaction time and the administration working closely with the Board. She recommended the College consider appointing a Community Engagement individual, to best connect JC with the community and keep key community leaders aware of and ahead of impactful decisions.

Chairwoman Patterson described agreement with all Trustees, emphasizing that there was not a lot of time allowed to make impactful decisions. She suggested that some remaining internal mistrust may have inflated the current situation with employees and students. She also suggested that community engagement in this scenario was lacking in a way it may not have been in the past. She described that the public seemed unaware of what the Board was approving at the 03.17.25 JC Board meeting, which were policy changes, not operational changes; the Community is potentially not sufficiently made aware of how policy governance works.

Trustee Simpson described that the review of the 10 JC Board policies impacted by federal directives could have been conducted sooner. He also noted that individuals not in favor of using AI may not have understood how AI was used to generate suggested policy edits.

CEO Phelan expressed that all of this feedback will be taken into consideration and revisited at a future Board meeting with an improvement plan.

CEO Phelan shared the below listing of the College's current community engagement and collaborations, which includes College participation on several community Boards, community outreach, and invitations to the community to enjoy activities on the College campuses.

Community Service Projects – Fall 2024

- JC employees volunteered as a group at the Dahlem Center and the John George Home.
- Student group service projects
 - Medical assistants helping at the Jackson Interfaith
 - Dental hygiene students hosting a nutrition-focused HealthWise event (open to the community)

Community Collaboration

- Jackson Symphony Orchestra
- Center Stage Jackson
- Hanover Horton HS – Commencement
- Northwest High School
- Local law enforcement and FBI
- So MI Chapter of Credit Unions Youth Competition
- Challenge Day
- Henry Ford Health
- Siena Heights University
- Grand Valley State University
- Family Services and Children's Aid
- ABC Academy
- Jackson County Intermediate School District
- Jackson Chamber of Commerce
- Local Employer Training
- Jackson District Library – library services
- Jackson Civic Art Association – local artist exhibits
- Jackson Co Rose Run
- Cascade Falls
- Astronomical Observatory public viewing and special events
- Sports and Youth Campus
- CCE Programming – community workshops, campus and professional development

Performing Arts

- Approximately 40,000 attend cultural performances each year at the Potter Center.
- Educational outreach opportunities for local elementary school students (Jackson, Lenawee and Hillsdale) by offering performing arts programming during the school day. Attendance averages 6,000 students per year.

Free Community Events

- Spooktacular
- Easter Egg Hunt
- Summer Concert Series
- Healthwise Events
- Musical performances in local senior, care homes, schools
- Senior information technology sessions with JC students
- Senior pickleball events

Health and Fitness

- Fieldhouse Fitness Center
- Jets Air Station
- Athletic fields
- Disc golf course (free community benefit)
- Jets Fitness Trail (free community benefit)
- Priority Health Fitness Court (free community benefit)

Sponsorship Commitments

JC supports community organizations and fundraisers with sponsorship funds and in-kind donations. Annual sponsorship is \$15,000. Organizations include:

- Salvation Army
- Hospice of Jackson
- Civil War Muster
- Local schools
- Cascades Humane Society,
- Jackson Animal Shelter
- Junior Achievement
- Jackson Chamber of Commerce (MLK Diversity Breakfast, Annual Meeting, Women's History Event, and Off The Clock)
- Hot Air Jubilee
- Jackson School of the Arts
- YMCA
- Girl Scouts
- Family Services and Children's Aid
- John George Home
- Region 2 Area Agency on Aging
- Big Brothers Big Sisters
- Dahlem Conservancy
- Lions Club
- disability Connections
- NAACP
- Jackson Community Foundation
- Michigan College Access Center
- Summit to Reduce Violence
- Irish Hills Chamber
- Special Olympics
- Lifeways

Media Promotions

- Jackson Blazer (2 half page ads per month)
- Jackson Magazine (5 ads in Jackson Magazine and 1 ad Jackson Living)
- 5 Billboards in Jackson County
- Top of mind campaign on McKibbin Radio
- Network TV (6 and 10) Cable and Streaming TV
- JTV/Bart Hawley Show (includes our monthly segment along with additional appearances to promote programs and events)
- Press Releases: Marketing sends out on average 75 news releases each year to these media:

- JTV
- Mlive.com – Jackson Citizen Patriot
- Blazer News
- Jackson Newstalk Radio/K105.3
- Brooklyn Exponent
- Springport Signal
- The Salesman (Concord & Homer-area shopper)
- Daily Telegram, Adrian
- Hillsdale Daily News
- Tecumseh Herald
- Blissfield Advance
- WLEN Radio Lenawee
- WCSR Radio Hillsdale
- TV 6 WLNS
- TV 10 WILX
- TV 47 WSYM
- Michigan Community College Association and American Association of Community Colleges (Community College Daily) – larger issues, as appropriate

Vice Chairwoman Lake described her appreciation for the vast list of community engagement efforts. She also recommended adding conversation opportunities for the Community with the College. She encouraged the College to have a Community Townhall and get back to their Ownership Linkage meetings.

Trustee Mackey described a conversation opportunity as detrimental to passing a millage and that Board members could be better utilized to help accomplish community engagement. She suggested the Board create a Community Engagement Committee and host an after-action townhall. She also requested a strategic community engagement plan.

Trustee Simpson thanked the administration for the current community outreach. He described a black leadership summit (the African American Male Summit) that was held in the past that might be considered to reacclimate the College with the black leadership of Jackson County.

Chairwoman Patterson requested additional visibility from CEO Phelan in the community. She requested a list of CEO Phelan's Board commitments and would like to hear updates about his experiences on those Boards.

Trustee Mackey thanked CEO Phelan for facilitating the After-Action Report. She suggested that he work with the Board to develop the community engagement strategy and incorporate the Board into that strategy.

PACE SURVEY NEXT STEPS

Jennifer Dobbs (Apprenticeship Services Coordinator) provided an overview of the most recent PACE employee survey results. Additionally, she offered comparisons to the previous year, comparisons to the normative group, and some general insights.

2022-2024 goals coming from PACE were:

1. Increase participation in the PACE survey
2. Opportunities for Growth
3. Communication improvements

There were 173 overall responses to the survey, a 61% completion rate, which was an improvement over the previous survey.

Significant improvements were made in communication. Impactful initiatives in 2024 included:

- Weekly Phelanotes from CEO Phelan to employees
- Backyard Bashes held at Wickwire for employees, hosted by CEO Phelan.
- Monthly Employee Townhalls
- Hiring Processes – Employees have a voice in the leadership selection.
- Innovation 100
- Refueling Depot

Points of employee pride included that 86% of employees felt that their job is relevant to the College's mission. A previous area needing attention showed that employees now express experiencing more meaningful professional development and training opportunities.

66% of employees who responded to the survey have been employees for less than 5 years. Focus groups for that group, as well for those that have been employees for 16-20 years (who had lower responses) were recommended.

57.8% of participants provided open-ended feedback. Institutional structure still has the lowest satisfaction, though this survey did have more gratitude and positive comments. Investment in open-ended comments was highly encouraged.

Data trends were negatively affected by more use of the choice "neither" within the survey. Growth opportunity is the survey itself. The PACE survey recommendation is to conduct every 2 years rather than every year, but to talk about the survey constantly.

Jennifer Dobbs will share this same information with employees during a town hall later in the day.

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

CEO Phelan is also working with Ashley Van Heest in the JC Institutional Research and Effectiveness Department to consider other tools that JC might consider so as to learn a deeper insight (through a progressive branching process) to more clearly understand the meaning of employee responses.

Trustee Thomas described that 93 questions may be too many. Vice Chairwoman Lake thanked Jennifer Dobbs and shared support for continuing to offer open-ended questions.

Trustee Mackey asked if there were employee resource groups at the College. CEO Phelan described committees that function as employee resource groups, like the Workforce Development Committee.

Trustee Mackey requested that the College research how employee resource groups impact institutions and their culture and provide that research to the Board. Chairwoman Patterson and Trustee Thomas described resource groups that HFJH and Consumer Energy have. Chairwoman Patterson described the benefits of these groups being formally supported by the institutions.

Vice Chairwoman Lake inquired as to how elimination of DEI efforts affects the ability to have certain employee resource groups.

CEO Phelan described employee participation in monthly employee townhalls, as well as via faculty and staff union memberships.

The Board took a break at 9:47am and returned to the meeting at 10:02am.

STRATEGIC AGENDA:

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

Ashley Van Heest led the Board through highlights of the Strategic Agenda and highlighted work JC has been doing relative to the advancement of the Academic Council and associated Instructional Quality Committees (IQCs) and its peer relationship to the College's Leadership Council and their Operational Quality Committees (OQCs). She demonstrated how those collective plans lead to a comprehensive Strategic Agenda via the chart below.



She also described the process for developing the Strategic Agenda as including input opportunities and involvement by all employees.

CAPITOL CAMPAIGN CONSIDERATION:

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

She described 3 documents that were provided by Gonser-Gerber for the Board's consideration, including an endorsement from the firm for conducting an external feasibility study in this current climate.

Vice Chairwoman Lake described her support for the company's offering.

AI STRATEGY FOR JACKSON COLLEGE / IT AUDIT

CIO Doug Yenor shared the College's Artificial Intelligence Strategy for the College. Additionally, Doug reviewed progress related to last Fall's IT audit recommendations, illustrating improvements in the following areas:

- State-of-the-art data protection to ensure rapid restoration of data
- High availability and reliability to ensure business continuity

- Overall risk mitigation approach
- Enhanced Procedures
- Improved system configurations
- Transition from older systems that have less capability or are difficult to maintain

He offered the below status of highest risk findings.

IT Audit

Status of highest risk findings

1 Strengthen password policies <ul style="list-style-type: none">• Closed loophole for allowing repeat passwords• Increasing length from 12 to 15, on hold. MFA mitigates.	6 Improve firewall rules <p>Upgraded firewall system. Significant progress on rule set has been made.</p>
2 Address Active Directory vulnerabilities <ul style="list-style-type: none">• Transition from on-premise to Cloud partially addresses• Further configuration improvements planned for summer completion. For example, limit privileges across admin accounts.	7 Virtualized server risk assessment <p>Enhance current procedures to clarify between physical and virtual servers. Virtual servers can be attacked differently. Summer completion.</p>
3 Operating system patching <ul style="list-style-type: none">• New document management system allowed for the retiring of older, out of support software blocking patch updates.• Legacy door lock system requires older operating system. Risk minimal.	8 Enhance security awareness training <p>More robust training in place; mandatory annual completion; plus, all new hires.</p>
4 Improve system alerting <p>Transition from on-premise access management has enabled enhanced system alerts due to better native tools.</p>	9 Update remote access procedure <p>Procedure currently does not fully reflect current process; summer completion.</p>
5 Document change management process <p>Current process is sound but requires improved documentation and tracking. Implementation of automated tracking system in-process to be completed this summer.</p>	10 Enhance backup process documentation <p>On-premise backup process was not fully documented, complete.</p>

Trustee Simpson described increasing the frequency of employee security awareness. Doug Yenor described weekly and monthly tips disseminated to employees. He also described patching, which is closing security gaps via updates to systems. JC does weekly patching, for both security and functionality.

CIO Yenor described the evolution of AI tools, the ethical considerations involved with an AI Strategy, as well as the alignment with the College's Strategic Agenda, as illustrated in the below slide:

AI Strategy

Alignment with Strategic Agenda

Committed

Personalized learning. NotebookLM utilized as a *teaching assistant / tutor*.

Integrating systems. Agentspace can monitor student activity in Canvas LMS & Colleague SIS.

Removing barriers. Gemini providing real-time language translation, text-to-speech.

Innovative

Workforce training. Agentspace to monitor industry trends, identify emerging skill gaps.

Data-driven evaluation. NotebookLM can *analyze program data and assess student outcomes*.

Enhancing community relationships. Create AI hubs (physical and online) that provide AI tool learning opportunities.

Connected

Collaborative decision making. NotebookLM as a *shared environment for large data set group work*.

Professional learning. Gemini creation of development plans and targeted training.

Adaptive

Optimizing operational systems. Leverage Agentspace's expert agent feature.

Fostering change management. Gemini creation of *personalized communications* in support of transformation initiatives.

Next steps include AI content development and tool use encouragement, an emerging AI tool pilot funded by Google, and building and delivering AI themed tactics in support of the Strategic Agenda.

CEO Phelan also shared an AI policy that was just approved by the JC Academic Council on 03.24.25, as a point of information. This an operational policy and is subordinate to the Boards own AI policy.

FY '26 BUDGET DISCUSSION

FACILITIES MASTER PLAN

Jason Valente, Chief Facilities & Logistics Officer, offered an update on the Facilities Master Plan. He described the College's commitment to employ local construction agencies and reminded the Board of the restricted nature of facilities funds through grants and Board directives. He also shared the challenges of replacing retiring talent that has been with JC for decades.

FY 2025-2030 Facilities Master Plan Highlights include:

- \$5M in investment in roads and parking lot infrastructure through 2030
- \$1.2M in investments in safety and security
- \$1.5M in deferred maintenance projects
- \$1M in ADA compliance and guest safety
- \$6M in Central Campus beautification commencing in 2029

Valente described how funds for potential / unforeseen costs are considered within the operating budget of the general fund and how the Facilities Master Plan is a 5-year, rolling plan, adding another year as one passes.

FY '25 PERFORMANCE

CFO Globoker reviewed the current (i.e., FY '25) financial experience, beginning with an overview of JC's current (i.e., FY '25) financial experience, referencing the [January 2025 Financial Report](#), the Board [approved budget](#), and JC's experience to-date.

CFO Globoker highlighted that JC is on target for 116,000 billing contact hours (BCH), surpassing the budget of 106,500. Housing student numbers fell from Fall to Spring. To Trustee Simpson's inquiring of why housing numbers were budgeted for 350 in FY '25, CFO Globoker described how 350 was a stretch goal with the theory of maximizing the commodity of housing on Central Campus.

The transfers to plant will exceed expectations in FY' 25, which will further the College's ability to move in the positive direction of maintaining assets. Trustee Mackey shared that she would like to know when the College's last energy audit was conducted. CEO Phelan described that this is conducted every few years. Jason Valente described efforts in determining and implementing energy efficiencies for both current and all future builds.

CFO John Globoker provided an update of JC's current cash control which has been deployed in response to JC's auditor's recommendations. Following that, a long-term debt review was provided, which now includes the additional debt prompted by the addition of the ATC.

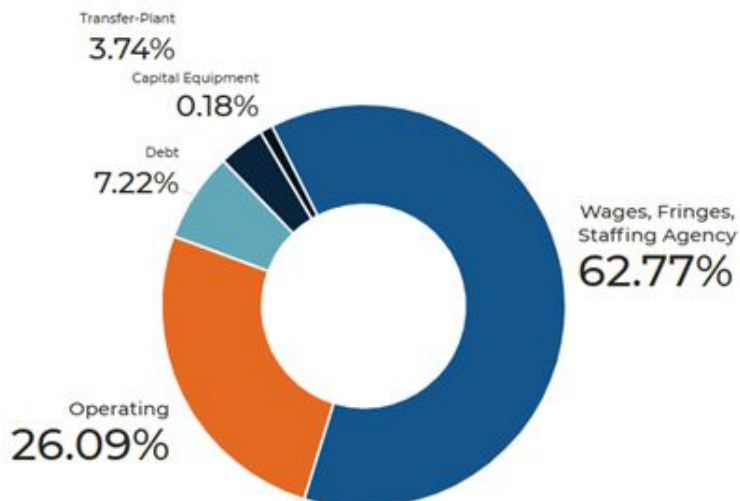
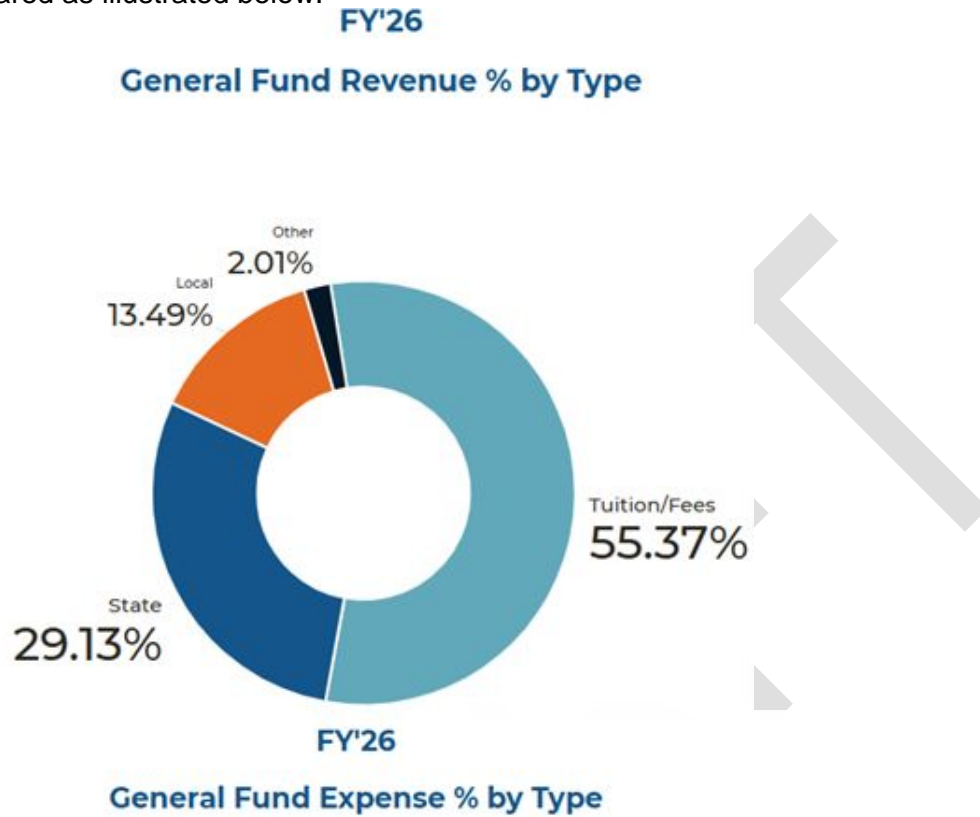
CFO Globoker described the budget development process which includes 30+ budget managers and an exhaustive list of internal and external principles that were considered.

The history of BCHs was provided, which has shown a strong return to before COVID numbers.

CFO Globoker described the tuition-setting philosophy JC uses, along with peer tuition and transfer comparisons, followed by the proposed FY '26 tuition rates; student, digital textbook access fees; online course fees; and housing and meal plan rates.

He continued with a review of FY '26 major revenue assumptions from BCHs, state appropriations, and property tax, and FY '26 major expense assumptions including wages and merit pay; retirement and benefits; and plant and facilities, electronic, and institutional equipment. His presentation concluded with the College's continued commitment to student completion, process reimagine and redesign, tech and data advancement, new instructional programs, innovation, and physical plant, all wrapped up into the FY '26 proposed general and auxiliary fund budgets that he shared.

The College's FY '26 General Fund Revenue % and Expenses % by Type were also shared as illustrated below:



CFO Globoker pointed out that the College is investing in the workforce with significant expenses (62.77%) coming from wages, fringe benefits, and staffing agency.

Trustee Simpson asked how the 3.9% tuition increase was determined. CFO Globoker explained that the tuition restraint by the state is 4.5% for tuition and student services fee.

Trustee Heins requested that a 10-year look back on tuition increases be shared at the next Board meeting. CEO Phelan described precautionary considerations for a potential reduction in Pell grant funding. CEO Phelan reiterated that every employee has had input into the budget.

TRUSTEES VOTED BY ROLL CALL VOTE TO ADJOURN TO LUNCH AT 12:01PM: TRUSTEES HEINS, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Jesse Wallenfang joined the meeting during the lunch break as Keith Everett Book had to depart. Trustee Heins was temporarily called away and rejoined the meeting just after the meeting came back to order.

TRUSTEES VOTED BY ROLL CALL VOTE TO RESUME THE MEETING WITH THOSE PRESENT AT 12:37PM: TRUSTEES LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

Trustee Heins returns at 12:41pm.

BOARD ITEMS

REGULAR POLICY REVIEWS:

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

Edits proposed by Chairwoman Patterson, Trustee Heins, Trustee Thomas, and CEO Phelan for the policies listed below were presented for the Board's future consideration.

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

REGULAR INTERPRETATIONS REVIEW:

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the Executive Limitations policy EL-12 Land Use interpretations assessment was postponed to a future meeting. CEO Phelan asked that the Board review and assess these interpretations during this planning session for formal approval during the next April Board meeting so that the monitoring schedule is not further delayed.

REGULAR BOARD SURVEY REVIEWS:

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

GP-00 Governance Commitment – Board Survey Review:

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-00 Governance Commitment.

GP-01 Governing Style – Board Survey Review:

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-01 Governing Style.

BCD-06 CEO Compensation – Board Survey Review:

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-06 CEO Compensation.

Consideration of New Board Performance Monitoring Methodology:

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

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

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

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

Ownership Linkage: HFJH Board Meeting Date (08.20.25):

In accordance with the schedule for Ownership Linkage actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, in-depth interviews will begin in FY'25 with the Hospital Board of Directors. Though this meeting was initially scheduled for 05.21.25, the HFJH Board has requested that it be rescheduled to 08.20.25.

CEO Phelan kindly requested that the members determine who will engage with the HFJH Board, and which member will facilitate.

Case Study:

CEO Phelan offered a case study to stress test the Board's Policy Governance capabilities.

Other Board Items:

N/A

PLUS / DELTA

All was appreciated by the Board.

Multiple Trustees requested that the budgetary sections of future planning meetings be moved earlier in the schedule.

Trustee Simpson requested an update on physical security at the next planning session to accompany the AI and digital security updates.

Chairwoman Patterson appreciated the professionalism of the Board at recent meetings, both as a whole and as individual Trustees.

ADJOURN

MOTION BY TRUSTEE THOMAS "To adjourn."

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

Meeting Adjourned at 2:00pm ET.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

3.0 Declaration of Conflict of Interest*

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

Description:

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

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

A roll call vote is required for this item.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications

4.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: BYLAWS

Description:

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

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

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

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

Requested Board Action:

Receive comments from persons wishing to address the Board.


BOARD OF TRUSTEES MEETING
Action & Information Report

Board Meeting Date: April 21, 2025

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

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

4.0 Communications

4.2 Board Comments & CEO Report

BOARD POLICY: BYLAWS

Description:

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



CHIEF EXECUTIVE OFFICER'S REPORT

04
21
25

DR. DANIEL J.
PHELAN

Mission: Together we inspire and transform lives...

NATIONAL UPDATES

CEO REPORT

Latest Action in Washington Live April 4, 2025

Latest Action in Washington

Trustee Thomas attended the monthly *Latest Action in Washington Live* webinar series. Below you can find a link to the recording of the webinar. This link will expire in 30 days, however the recording and slides will be uploaded and remain available on <https://connect.acct.org/>.

https://us02web.zoom.us/rec/share/yJgy8a_hCYnliknC5bfdIY7wUaEF-CqKZFQkIsiD6ljJRQuCwKZE_VD4zFX4rX_q.kCQnaxUNyX9lifGT

Passcode: MmX*7=bS

If you are not already subscribed, I encourage you to [sign up](#) for ACCT's weekly Latest Action in Washington updates, which are sent out twice a week via email. I also urge you to check out ACCT's other resources under [Advocacy | ACCT](#), and especially their [Action Center](#), where they have several grassroots campaigns urging Members of Congress to support community colleges and their students.

LEGISLATIVE UPDATES

CEO REPORT

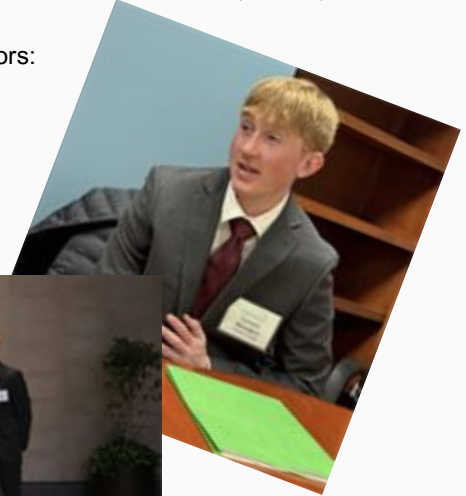


MCCA Capitol Day

Together, 180 community college representatives—including 52 students, 17 mascots, and 40 presidents, chancellors, and trustees—from 27 community colleges met with over 100 legislators to share our legislative priorities.

Our Mighty Jets Team, led by Vice Chairwoman Lake, comprised of 4 fantastic JC students, 2 staff, 3 administrators, and Jax held 6 meetings with the following legislators:

Rep. Jennifer Conlin
Rep. Nancy Jenkins-Arno
Rep. Sarah Lightner
Sen. Jonathan Lindsey
Rep. Kathy Schmaltz
Rep. Jennifer Wortz

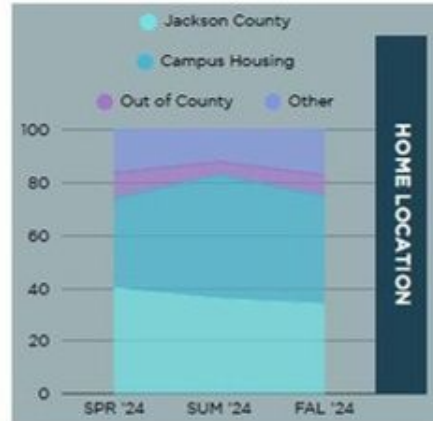
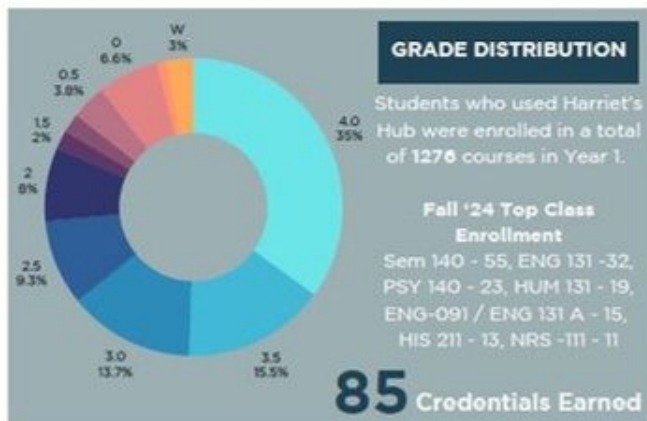
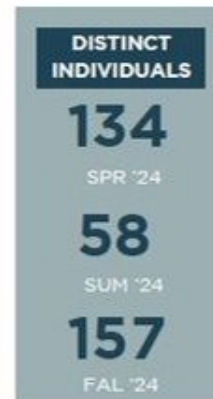


JACKSON COLLEGE UPDATES

CEO REPORT



A summary of Harriet's Hub visitors during Year 1.



JACKSON COLLEGE UPDATES

CEO REPORT

Information worth sharing...

“

HARRIETS HUB IMPACT QUOTES

Being in a second admit program is very time-consuming with all the clinical hours, class time, and studying time . . . so it is challenging to have a consistent job. Harriet's Hub allows my classmates and me to quickly get items that we need, and it provides us with great financial relief. My classmates and I are very grateful for the opportunity the hub provides us with as we finish our last semester of the radiography program. - Kylee Yon, Recent Graduate

"Harriet's Hub stands as a beacon of unwavering support for student success, offering a comprehensive array of essential services under one roof. By offering free, nutritious food; inclusive spaces; and access to vital resources, Jackson College ensures that no student faces basic needs insecurity alone. With this one-stop shop approach, students are empowered to thrive academically and personally, fostering a campus culture where every student's well-being is prioritized." - Precious Miller, Director of Basic Needs and Belonging at Michigan Center for Student Success.

”

STUDENTS TAKE OWNERSHIP



Top Left: Student Created Mural
Bottom Left: Students maintaining fridge items
Top Right: Recipe Board



JACKSON COLLEGE UPDATES

CEO REPORT



🎨 Jets Studio Art Competition: Lights, Camera, Action!

Theme: Lights, Camera, Action!

🖼️ Size: 16" x 20" | 2D only

📅 Deadline: Thursday, May 8, 2025

Jackson College students, faculty, and staff are invited to submit original 2D artwork inspired by the energy of film, theater, or performance.

📍 Drop off entries to BW 249

(Sonja Howell, Monday-Thursday, 8 am to 5 pm)

💡 Need ideas? Visit Jets Studio in BW 206 for inspiration!

🏆 Winning artwork will be:

- ☑ Showcased in Jets Studio
- ☑ Featured at our ribbon-cutting event (TBA)
- ☑ Highlighted on social media and more!

👤 Judges TBA – Interested in judging?

Email HowellSonjaL@jccmi.edu

Let your art steal the scene!

#JetsStudio #JCArtShow #LightsCameraAction





JACKSON COLLEGE UPDATES

CEO REPORT

Where we are at with...



...the Applied Technology Center!



JACKSON COLLEGE UPDATES

CEO REPORT

CEO Report's
"Back Page"...

Letters

Jackson College president takes issue with Back Page

Dear editor,

I'm writing in response to your opinion piece in the 03.26.25 issue of The Exponent. I appreciate the role that opinion journalism plays in shaping community dialogue. That said, I'd like to offer two concerns about your recent op-ed.

First, the headline—"Watching Jackson College officials show where their allegiance lies has been fun"—is misleading. Of the nearly 900 words in the piece, fewer than 50 pertain to Jackson College, and that reference appears only near the end. A more accurate and representative title might be "Shifting Allegiances and the Politics of Protest" or "From Peace Signs to Power Plays: A Reflection on Modern Movements." A more fitting headline would better reflect the article's primary focus and avoid overstating the College's role in your broader commentary.

Second, the reference to Jackson College was not accurate. The assertion that the College chose "money over the principles [we] espoused" misrepresents our intent and action. Our core mission, values, and beliefs remain intact and continue to guide our work daily. The decision to remove certain DEI language and programming was twofold:

To ensure compliance with Executive Orders issued by the President of the United States—an approach we've consistently followed regardless of administration; and

To safeguard critical federal scholarship funding that enables approximately 65% of our students to access higher education and improve their future prospects through careers or university transfer.

Of course, you are entitled to your opinion and to share it with your readers. I simply ask that when preparing future commentary on Jackson College, you consider reaching out to me directly—or through our marketing and communications team—for any background or context that could support a fair, balanced, and accurate portrayal.

Thank you for your time and for contributing to the public discourse.

**Daniel J. Phelan, M.B.A., Ph.D.,
President/CEO & Acting CAO
Jackson College**



BOARD OF TRUSTEES MEETING

Action & Information Report

Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications

4.3 Excellence Minute: 04.14.25 HealthWise Breathe Easy Event

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

Description:

The Board will welcome JC Simulation and Innovation Center Faculty, Sarah Case, to describe the most recent HealthWise Breathe Easy Event hosted at Central Campus on 04.14.25, a free a FREE HealthWise event focusing on lung health. Jackson College students were supervised by program faculty. Services offered included:

- Pulmonary function testing to measure overall lung function
- Six-minute walk test which is a safe and simple test used to assess functional exercise tolerance
- Electrocardiograms (EKGs) *Participants will be expected to have their primary care provider interpret the results. If any emergency findings do occur, participants will be instructed to seek immediate medical care.
- Medication and equipment demonstrations
- Sleep apnea screening
- Smoking cessation information
- Lung model demonstration
- Lung health education

Requested Board Action:

Receive the community offering highlight and ask any questions.

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Ownership Linkage

5.1 Ownership Linkage: Meetings Schedule

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

Executive Summary:

In accordance with the schedule for Ownership Linkage (OL) actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, in-depth interviews will begin in FY'25.

Additionally, in light of recommendations last month, below is a proposed, more aggressive schedule for the Board's consideration.

Proposed Schedule for Ownership Linkage: FY'25 - FY'26:

- 4 In-depth Interviews / Year
- Ask: Group selects their top 3 of a list of 10 strategies that the College could execute. Proposed interviewees:
- Blackman Township (At the Township, potentially 05.19.25)
 - Summit Township
 - Hospital Board (On campus – 08.20.25)
 - Accelerate Jackson (On Campus)

I kindly request that the Board determine which Trustees will participate and which will facilitate each OL opportunity.

Requested Board Action:

Consider how many OL meetings this year, with whom, and which Board members might attend.

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: April 21, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.1 Policy Reviews*

6.1.1.1 GP-02 Board Job Contributions*

6.1.1.2 GP-04 Role of Board Chair*

6.1.1.3 BCD-00 Global Board-CEO Delegation Statement*

BOARD POLICY: GOVERNANCE PROCESS: Above listed policies

Description:

Enclosed for their regularly scheduled reviews are policies GP-02, GP-04, and BCD-00.

These policies were also offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for approval.

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

I appreciate your consideration of these policies.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Job Contributions

Policy Number: GP 02

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

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

Accordingly, the Board has direct responsibility to create:

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

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

Formatted: Indent: Left: 1"

Formatted: Indent: Left: 1", No bullets or numbering, No widow/orphan control, Don't adjust space between Latin and Asian text, Don't adjust space between Asian text and numbers

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



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: 2.0

Date Last Reviewed: 03.11.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

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

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

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