

Jackson College Board of Trustees Meeting

Regular Meeting

June 08, 2026 06:30 PM



Agenda Topic	Presenter	Page
Agenda		1
Jackson College Mission, Vision, Beliefs, & Values		4
5:45pm - Board Dinner - Potter Center Ready Room [No Board Discussion / Decisions]		10
Robert's Rules of Order for Small Boards Guide		11
1. Call to Order, Pledge of Allegiance of the United States, & Safety Tailboard		13
2. Declaration of Conflict of Interest*		15
3. Communications		16
3.1 Public Comments (limit of 5 minutes per person)		16
3.2 Board Comments & CEO Comments		17
3.2.1 Future Signaling		17
3.3 Excellence Minute: Jets Store	Heather Wollet	18
4. Ownership Linkage		19
4.1 Ownership Linkage Update		19
5. Items for Decision		20
5.1 Bylaws Consideration*		20
5.2 Millage Consideration*		43
5.3 Truth in Taxation (MCL 211.24e)		44
5.3.1 Adoption of Pre-Hearing Operating Millage Resolution*		44
5.3.2 Truth in Taxation Public Hearing*		48

5.3.3	Adoption of Final Operating Millage for FY '27*	49	
5.4	FY '27 Budget Proposal (MCL 141.412)	52	
5.4.1	Review of Proposed FY '27 Budget*	52	
5.4.2	Public Hearing on Proposed FY '27 Budget*	66	
5.4.3	Consideration and Adoption of FY '27 Budget*	67	
5.5	Foundation Board Membership Consideration*	69	
5.6	Selection of Representatives for the MCCA Board of Directors*	70	
6.	Consent / Required Approval Agenda	73	
6.1	Adoption of Minutes	75	
6.1.1	Regular Board Meeting, Dated 05.11.26*	75	
6.2	Policy Review	82	
6.2.1	Executive Limitations	82	
6.2.1.1	EL-12 Land Use - Policy Review*	82	
6.2.2	Governance Process	84	
6.2.2.1	GP-09 Board Code of Conduct - Policy Review*	84	
6.3	Interpretations Assessment	87	
6.3.1	EL-11 Mission Support & Entrepreneurial Activity - Interpretations Assessment*	87	
7.	Monitoring CEO Performance	90	
7.1	EL-03 Planning - Evidence Review*	90	
7.2	EL-05 Asset Protection - Evidence Review*	100	
7.3	CEO Monitoring Compliance & Policy Review Schedule Consideration*	118	
8.	Information Requested by the Board	121	
8.1	Special Audit History / Consideration	121	
8.2	College Feature: Medical Education & Training Campus Agreement	124	Sara Parker, Zandra Chard, & Patti Lawrence

8.3	Closed Session - Collective Bargaining Negotiations*	125
8.4	Next Board Meeting Topics	126
9.	Self-Evaluation of Governance Process & Board Performance at this Meeting	127
9.1	Principles of Policy Governance	127
10.	Meeting Content Review	131
11.	Adjourn*	132

(*) 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: June 8, 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>
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: June 8, 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 BOARD BY-LAWS
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)
Chairwoman Lake 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”. Following the Pledge, if there are new guests present, CEO Phelan will lead the room through a safety tailboard briefing for the newly remodeled Boardroom, as well as for visitors to the College.
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 Safety Tailboard

Jackson College - Potter Center Boardroom

Complete at the start of the meeting. Assign emergency roles, confirm locations, and review first actions.

Meeting Snapshot:

Date: <u>_06.08.26_____</u>	Time: <u>_6:31P_____</u>	Chair: <u>_Donna Lake__</u>	Meeting lead: <u>_Dr. Phelan__</u>
Recorder: <u>_K.E. Book_____</u>	Weather: <u>_____</u>	Security #: <u>_740.7986_____</u>	Shelter area: <u>_Bathrooms_____</u>

Emergency Role Assignments:

Role	Assigned To	Key Direction / Location
Call 911	_____	Give location and nature of emergency
Call Security	_____	Campus security / switchboard
Bring AED	_____	AED location: <u>_PC 2nd FL Grand Staircase entrance_____</u>
Guide EMS	_____	Meet responders at entrance: <u>_Bookstore_____</u>
Lead evacuation	_____	Route: <u>_Bookstore Tower to exit__</u> Rally point: <u>_Clocktower</u>
Lead shelter	_____	Move to shelter area listed above

Critical Locations:

Nearest EMS entrance: __Bookstore_____

First aid kit: _President's Officer, Break Room_____

Fire extinguisher: _PC BR Secondary Door_____

Person needing mobility/access support today:

Immediate Actions:

- Medical: Call 911, call Security, bring AED, clear area, guide EMS in.
- Fire/smoke: Evacuate, assist others, move to assembly point, take attendance.
- Severe weather: Move to shelter area away from glass and open-span spaces.
- Threat/violence: Call 911 and Security. Lock, barricade, or evacuate as safe.

Reviewed by meeting lead: _____ Date: _06.08.26_____

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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)
<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.)



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TO: Jackson College Board of Trustees
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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 and it is expected to be adhered to by persons wishing to address the Board:</u> <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.)



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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 BY-LAWS
Subject: (Topic or focus for consideration)
3.0 Communications 3.2 Board Comments & CEO Comments 3.2.1 Future Signaling
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 or future signaling nature for the edification of other members and/or the CEO.</p> <p>However, board policy and good governance practice notes 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.</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.)



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Action & Information Report
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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)
3.0 Communications 3.3 Excellence Minute: Jets Store – Heather Wollet
Description: (Concise explanation of the issue, item, or proposal)
For this month’s Excellence Minute, we welcome Jets Store Manager Heather Wollet to provide some highlights of service she and her team provide to our students in the Jets Store.
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: June 8, 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-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 in accordance with the Board’s FY ’26 – FY ’28 Ownership Linkage schedule. If the Board could take this opportunity to decide which members (up to 3) will participate in the meeting, then we will work to coordinate schedules for a 90-minute lunch hosted in a private room at Oak & Iron in downtown Jackson.
<u>FY’27</u> <ul style="list-style-type: none"> • In-depth Interviews – Proposed interviewees: <ul style="list-style-type: none"> ○ Henry Ford Jackson Hospital Board (scheduling) ○ Summit Township (Keith Everett Book and Ashley Van Heest presented JC updates at the Summit Township 05.12.26 Board meeting.) ○ Conglomerate of Townships – (at their meeting)
<u>FY’28</u> <ul style="list-style-type: none"> • County Owners Survey – Owners respond by prioritizing a group of suggested strategies that the College could execute.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Review the Board’s current Ownership Linkage activity and determine which JC Board members (up to 3) will participate in the meeting with HFJH Board members,



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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)
BOARD BY-LAWS
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.1 Bylaws Consideration *
Description: (Concise explanation of the issue, item, or proposal)
<p>Enclosed for the Board's consideration are proposed changes to the Board's Bylaws, as discussed at the 04.30.26 Board Spring Planning Session and 05.11.26 Regular Board meeting. There is a marked up version followed by a version with proposed changes incorporated.</p> <p>If there are other recommendations for the By-Laws, we can also consider them at this time on the agenda. As suggested by Trustee Heins, once these changes are voted upon, I recommend that we adhere to the 5-year pause on considering other changes.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider implementation of changes to the Board's Bylaws.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



JACKSON COLLEGE BOARD OF TRUSTEES ~~BY-~~ LAWSBYLAWS

Title: ~~By-Laws~~Bylaws

Date Adopted: 11.11.94

Version: 20.0

Date Last Reviewed: 11.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Page,
Trustee Simpson

Summary:

The Bylaws provide the legally binding, foundational governance framework for Jackson College. They establish the rules, procedures, and standards that guide the work of the Board of Trustees and support the College's operation as a public institution. Their purpose is to ensure that the College is governed with transparency, accountability, legal compliance, and fidelity to its mission.

The Bylaws address high-level governance matters, including the composition and election of the Board of Trustees, the roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, conflict-of-interest expectations, and procedures for amendment. In doing so, they provide clarity, continuity, and organizational integrity while allowing the Board to adapt appropriately to changing educational, legal, and regulatory conditions.

Consistent with Jackson College's use of Policy Governance, the Bylaws should remain focused on the highest level of board authority and governance structure. They should not function as an operational manual, but rather as the governing instrument that defines the Board's legal foundation, preserves role clarity, and supports effective governance on behalf of the community.

Bylaws provides a legally binding foundational governance framework for Jackson College, delineating the rules, procedures, and guidelines that govern its operations and the conduct of its board of trustees. Their primary purpose is to ensure that the College operates with transparency, accountability, and in alignment with our mission and

values. ~~Bylaws typically cover a wide scope, including the composition and election of the Board of Trustees, roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, and conflict of interest policies. They also outline procedures for amendments, ensuring adaptability to evolving educational and regulatory landscapes. By providing clear guidelines, bylaws help maintain organizational integrity, promote effective governance, ensure compliance with legal and regulatory requirements, and are focused only on the highest level of governance issues.~~

By-lawsBylaws:

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

1. Name of the Organization:

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

Governance Methodology:

2. ~~_____~~ The Jackson College Board of Trustees shall govern using the Policy Governance model developed by John Carver. The Board shall govern primarily by defining Ends, establishing Executive Limitations, setting Governance Process policies, defining Board-President delegation, and monitoring organizational and presidential performance against those policies.

2.3. Officers:

a. The organizational meeting for election of officers shall be ~~held on the day and~~ at the time ~~and in the manner~~ prescribed by applicable law.

~~The officers of the Board shall be the Board Chair and Vice Chair. Officers shall be elected as prescribed by law and by majority vote of the full Board. Each officer shall serve a two-year term and shall perform the duties assigned by these Bylaws, Board policy, and the Board. Officers shall be elected as prescribed by law. Each officer shall be elected by a majority of the members of the board. The term of each officer shall be for a period of two years. Each officer shall perform the duties of the office and such other functions as are designated by the Board of Trustees.~~

b.

3.4. Duties of Officers:

a. The ~~Chairperson~~Board Chair of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. ~~He or she~~The Board Chair shall appoint all committees, as needed, unless otherwise directed by the Board. The Board Chair shall be responsible for ensuring that Board meetings and Board processes are conducted in accordance with

these Bylaws, Board policy, applicable law, and the Board's adopted governance methodology. The Board Chair shall also serve as the Chief Governance Officer (CGO) under Policy Governance.

b. The ~~Vice Chairperson~~ Board Vice Chair shall perform the duties of the Chairperson Board Chair in the absence of the Chairperson Board Chair. He/she shall perform other functions and duties as designated by the Board.

b. Board officers shall not be subject to term limits. Officers may be re-elected to successive terms, provided they are elected in accordance with these Bylaws and applicable law.

c. No Board Officer shall have authority to act on behalf of the Board, direct the President and CEO, or commit the Board to any position or action except as expressly authorized by the Board.

4.5. Censure, Officer Removal, and Member Discipline

a. Board Member Censure:

Purpose

The Board of Trustees may censure a member for conduct that violates the Board's Code of Conduct, Ethics Policy, or other adopted board standards.

Definition

Censure is a formal, public statement of disapproval regarding a Trustee's behavior. It does not carry any legal penalty, nor does it remove the Trustee from office.

Procedure

1. A written resolution of censure may be submitted by any Trustee to the Board Chair or placed on the agenda in accordance with board policy.
2. The Board member subject to censure shall be given notice and an opportunity to respond before action is taken.
3. The resolution must state the specific conduct and policies or standards that were violated.
4. A vote of majority of the full Board (not just those present) is required for adoption of a censure.
5. The censure shall be entered into the official Board minutes.

b. Removal of Board Officers

Removal from an officer position shall not affect the Trustee's elected status as a member of the Board.

Authority

The officers of the Board (i.e., Chair, Vice Chair) shall serve at the pleasure of the Board.

Grounds for Removal

A Board officer may be removed for:

- Failure to perform officer duties as outlined in Board policy or bylaws.
- Violation of the Board's Code of Conduct.
- Conduct detrimental to the integrity or function of the Board.

Procedure

1. A motion for officer removal may be submitted by any Board member.
2. The officer shall be notified in writing and given an opportunity to respond.
3. A vote of majority of the full Board is required to remove an officer.
4. Upon removal, the Board may immediately elect a replacement for the unexpired term.

b.c. Board Rebuke (Informal Public Criticism)

Purpose

Rebuke refers to a public statement made by the Board expressing concern or disapproval, without formally censuring a member.

Procedure

1. A statement of concern may be made by any Board member during public deliberation or as part of a resolution.
2. The member may respond but is not entitled to a formal hearing.
3. The rebuke may be noted in the minutes but does not constitute formal disciplinary action.

e.d. Limitations on Board Authority to Remove Members

Elected Trustees

Consistent with Michigan law, the Board of Trustees does not have the authority to remove an elected Board member. Any such action must occur through:

- Judicial removal for misconduct or neglect of duty under MCL 168.327, or
- Recall process under MCL 168.951–975.

Appointed Trustees

For appointed Trustees, removal authority resides with the appointing authority, unless otherwise stated by law or appointment terms.

56. Meetings

~~Meetings of the Board shall be noticed and conducted in accordance with the Michigan Open Meetings Act and other applicable law. All meeting locations shall be properly noticed in accord with the prescription of law. No further notice of such meetings shall be required to be given to the members of the Board.~~

a. **Regular Meeting Dates:** ~~The Board shall annually adopt a schedule of regular meetings. Unless otherwise approved by the Board, regular meetings shall be held on the second Monday of each month at 6:30 p.m. No regular meetings shall be scheduled in July or December unless approved by the Board. All Regular Board Meetings shall be held on the second Monday of each month, beginning at 6:30 p.m., as approved in advance by a majority of the Board of Trustees. No meetings of the Board will occur in July and December.~~

b. **Regular Meeting Location:** Unless otherwise directed by the Board, ~~all~~ rRegular meetings ~~of the Board of Trustees~~ shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201.

c. **Special Meetings:** ~~Special meetings may be called as authorized by law, these Bylaws, or Board policy. Special meetings of the Board of Trustees may be called by the Chairperson of the Board, or any Board Member, by serving the members a notice of the time and place of the special meeting.~~

~~d. **Notices:** Notice of special meetings shall be provided to Trustees and the public in the manner and within the time required by law. Trustee notice may be provided by electronic mail or other method authorized by Board policy. Service of the notices shall be accomplished by: Delivering the notices to the members at least 24 hours before such meeting is to take place by phone, email, or overnight or standard mail.~~

d.

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

e. **Attendance at Meetings and Remote Participation:** All members of the Board ~~should use every reasonable effort to~~ are expected to attend all meetings of the Board of Trustees in person. Remote participation may occur

~~only to the extent permitted by the Michigan Open Meetings Act or other applicable law. If this is not possible because of extenuating circumstances, participation by conference call or other electronic communication may be permitted only under circumstances allowed by the Michigan Open Meetings Act.~~

- f. **Place of Meetings:** Unless otherwise directed by the Board, and permitted by law, all ~~Board~~ meetings will be held within the College chartered service areadistrict of Jackson County.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees ~~shall be is~~ limited to two hours. A majority vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.

76. Other Electronic or Remote Communications:

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

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

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

87. Committees of the Board:

The Board may establish committees only to assist the Board in performing its governance responsibilities. Board committees shall not exercise authority over the President and CEO or staff, shall not interfere with delegated operational authority, and shall report recommendations to the full Board unless otherwise authorized by the Board. The Board of Trustees may authorize committees as deemed necessary. Committees shall report recommendations to the Board for appropriate action. Committees shall be dissolved when final action on its report is taken by the Board.

98. Minutes of Proceedings:

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

109. Records Available:

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

110. Quorum:

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote (or other voting methodology as outlined within these Bylaws) of the members of the Board. A meeting of less than a quorum in attendance may adjourn to a future Board meeting. No official action shall be taken without a quorum present and without the affirmative vote required by law, these Bylaws, or Board policy.

124. Compensation and Expenses:

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

132. Transaction of Business:

The Board shall transact business only at a legally convened meeting. No individual Trustee, Officer, or Board Committee has authority to act on behalf of the Board unless expressly authorized by the Board. The Board speaks with one voice through its adopted motions, policies, and official actions. The Board of Trustees shall transact all business at a legal meeting of the Board. No member of the Board of Trustees shall have power to act in the name of the Board outside of the board meetings except when authorized by the Board to do so.

143. Order of Business:

The Board shall establish its regular order of business through Board policy, consistent with applicable law and the Board's adopted governance methodology Policy Governance, and operate within this agenda structure. The following is the prescribed outline of the meeting agenda for regularly scheduled Board meetings:

- 1.0 — ~~Call to Order & Pledge of Allegiance~~
- 2.0 — ~~Declaration of Conflict of Interest~~
- 3.0 — ~~Communications~~

- 4.0 — ~~Ownership Linkage~~
- 5.0 — ~~Consent/Required Approvals Agenda~~
 - 5.1 ~~Adoption of Minutes~~
- 6.0 — ~~Items for Decision~~
- 7.0 — ~~Monitoring President and CEO Performance~~
- 8.0 — ~~Information Requested by the Board~~
- 9.0 — ~~Self Evaluation of Governance Process & Board Performance at this meeting~~
- 10.0 — ~~Meeting Content Review~~
- 11.0 — ~~Adjourn~~

154. Amendments:

These ~~by laws~~Bylaws are reviewed no less frequent than every five~~5~~ years and may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board (with the exception of 'Governance Methodology', which would require 100% majority to change).

165. Rules of Order:

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

176. Public Participation at Board Meetings:

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

~~Individuals wishing to speak are encouraged to complete a public comment request form before the meeting to assist with orderly administration of the public comment period. The Board requires that individuals wishing to speak at a meeting complete a communication request form provided on the College's website and at the door of the Boardroom. This completed form is to be presented to the College Chief of Staff no later than five minutes prior to the meeting.~~

In cases of ~~emergency~~urgency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board ~~Chairperson~~Chair will allot each speaker a maximum of ~~five~~three minutes, unless the time is modified by a majority vote of the Board.

If a large group wishes to communicate the same message, ~~a maximum of 30 minutes will be allotted per topic, unless this time allotment is modified by a majority vote of the Board.~~ ~~tt~~The Board Chairperson~~Board Chair~~ may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The ~~Chairperson~~Board Chair also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

A maximum of 30 minutes for public comment will be allotted on the agenda, per Board Meeting, unless this time allotment is modified by a majority vote of the Board. The Board may opt to establish a subsequent meeting given solely to the consideration of expanded public comment.

Public comments shall be received by the Board without ~~debate, or~~ individual ~~commentary response,~~ or other engagement from Board members.

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

17. **Governance Methodology:**

~~The Jackson College Board of Trustees shall govern using the Policy Governance model developed by John Carver. The Board shall govern primarily by defining Ends, establishing Executive Limitations, setting Governance Process policies, defining Board President delegation, and monitoring organizational and presidential performance against those policies. The Jackson College Board of Trustees shall utilize Policy Governance model of governance (also known as the Carver Model of Governance, or the John Carver Model) practices in undertaking its work as a board.~~

18. **Indemnification**

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

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

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

19. Continuity of Governance:

To support continuity of governance, Trustees should avoid unnecessary concentration of Board members in the same mode of transportation. No more than three Trustees should travel together in the same vehicle, aircraft, vessel, or similar conveyance unless approved by the Board Chair or required by circumstances. To ensure the governing viability of Jackson College, no more than three (3) members of the Board of Trustees of Jackson College may travel jointly in the same mode of transportation (i.e., car, van, aircraft, train, boat, or similar).

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

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

The Board's process shall include, but not be limited to the following: 1) Request recommendations for candidacy to the vacancy(ies) from all remaining members, inclusive of a resume and the completion of an application form

signed by the candidate(s); 2) By means of voting, select up to the top three (3) for on-site interviews; 3) Conduct on-site interview(s); 4) By means of voting, select the top vote receiving candidate(s) for placement to the vacancy(ies); and 5) At the next regular meeting of the Board of Trustees, said candidate(s) will be sworn into office for the unexpired term of the board seat(s).

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

8/14/23	16.0	<p>Significant edits during annual review to the following sections:</p> <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO
8.12.24	18.0	Clarifying language added. Public participation stipulations further defined. Super-majority requirement for making amendments to the bylaws added.	CGO
8.11.25	19.0	Censure, Officer Removal, and Member Discipline added. Order of Business amended.	CGO
11.17.25	20.0	Addition of Bylaws review no less than every 5 years. Reference to Board's Statements of Practice added to "Compensation & Expenses", along with clarifying language added to "Public Participation at Board Meetings".	CGO



JACKSON COLLEGE BOARD OF TRUSTEES BYLAWS

Title: Bylaws
Date Adopted: 11.11.94

Version: 20.0
Date Last Reviewed: 11.17.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Page,
Trustee Simpson

Summary:

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The Bylaws address high-level governance matters, including the composition and election of the Board of Trustees, the roles and responsibilities of trustees and officers, meeting protocols, decision-making processes, conflict-of-interest expectations, and procedures for amendment. In doing so, they provide clarity, continuity, and organizational integrity while allowing the Board to adapt appropriately to changing educational, legal, and regulatory conditions.

Consistent with Jackson College's use of Policy Governance, the Bylaws should remain focused on the highest level of board authority and governance structure. They should not function as an operational manual, but rather as the governing instrument that defines the Board's legal foundation, preserves role clarity, and supports effective governance on behalf of the community.

Bylaws:

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

1. Name of the Organization:

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

2. Governance Methodology:

The Jackson College Board of Trustees shall govern using the Policy Governance model developed by John Carver. The Board shall govern primarily by defining Ends, establishing Executive Limitations, setting Governance Process policies, defining Board-President delegation, and monitoring organizational and presidential performance against those policies.

3. Officers:

- a. The organizational meeting for election of officers shall be at the time and in the manner prescribed by applicable law.
- b. The officers of the Board shall be the Board Chair and Vice Chair. Officers shall be elected as prescribed by law and by majority vote of the full Board. Each officer shall serve a two-year term and shall perform the duties assigned by these Bylaws, Board policy, and the Board.

4. Duties of Officers:

- a. The Board Chair of the Board shall have the usual duties and authority consistent with laws pertaining to higher education. The Board Chair shall appoint all committees, as needed, unless otherwise directed by the Board. The Board Chair shall be responsible for ensuring that Board meetings and Board processes are conducted in accordance with these Bylaws, Board policy, applicable law, and the Board's adopted governance methodology. The Board Chair shall also serve as the Chief Governance Officer (CGO) under Policy Governance.
- b. The Board Vice Chair shall perform the duties of the Board Chair in the absence of the Board Chair. He/she shall perform other functions and duties as designated by the Board.

Board officers shall not be subject to term limits. Officers may be re-elected to successive terms, provided they are elected in accordance with these Bylaws and applicable law.

- c. No Board Officer shall have authority to act on behalf of the Board, direct the President and CEO, or commit the Board to any position or action except as expressly authorized by the Board.

5. Censure, Officer Removal, and Member Discipline

a. Board Member Censure:

Purpose

The Board of Trustees may censure a member for conduct that violates the Board's Code of Conduct, Ethics Policy, or other adopted board standards.

Definition

Censure is a formal, public statement of disapproval regarding a Trustee's behavior. It does not carry any legal penalty, nor does it remove the Trustee from office.

Procedure

1. A written resolution of censure may be submitted by any Trustee to the Board Chair or placed on the agenda in accordance with board policy.
2. The Board member subject to censure shall be given notice and an opportunity to respond before action is taken.
3. The resolution must state the specific conduct and policies or standards that were violated.
4. A vote of majority of the full Board (not just those present) is required for adoption of a censure.
5. The censure shall be entered into the official Board minutes.

b. Removal of Board Officers

Removal from an officer position shall not affect the Trustee's elected status as a member of the Board.

Authority

The officers of the Board (i.e., Chair, Vice Chair) shall serve at the pleasure of the Board.

Grounds for Removal

A Board officer may be removed for:

- Failure to perform officer duties as outlined in Board policy or bylaws.
- Violation of the Board's Code of Conduct.
- Conduct detrimental to the integrity or function of the Board.

Procedure

1. A motion for officer removal may be submitted by any Board member.
2. The officer shall be notified in writing and given an opportunity to respond.
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4. Upon removal, the Board may immediately elect a replacement for the unexpired term.

c. Board Rebuke (Informal Public Criticism)

Purpose

Rebuke refers to a public statement made by the Board expressing concern or disapproval, without formally censuring a member.

Procedure

1. A statement of concern may be made by any Board member during public deliberation or as part of a resolution.
2. The member may respond but is not entitled to a formal hearing.
3. The rebuke may be noted in the minutes but does not constitute formal disciplinary action.

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Elected Trustees

Consistent with Michigan law, the Board of Trustees does not have the authority to remove an elected Board member. Any such action must occur through:

- Judicial removal for misconduct or neglect of duty under MCL 168.327,
- or
- Recall process under MCL 168.951–975.

Appointed Trustees

For appointed Trustees, removal authority resides with the appointing authority, unless otherwise stated by law or appointment terms.

6. Meetings

Meetings of the Board shall be noticed and conducted in accordance with the Michigan Open Meetings Act and other applicable law.

- a. **Regular Meeting Dates:** The Board shall annually adopt a schedule of regular meetings. Unless otherwise approved by the Board, regular meetings shall be held on the second Monday of each month at 6:30 p.m. No regular meetings shall be scheduled in July or December unless approved by the Board.

- b. **Regular Meeting Location:** Unless otherwise directed by the Board, regular meetings shall be held at the Jackson College Central Campus, Potter Center Board Room, 2111 Emmons Road, Jackson, MI 49201.
- c. **Special Meetings:** Special meetings may be called as authorized by law, these Bylaws, or Board policy.
- d. **Notices:** Notice of special meetings shall be provided to Trustees and the public in the manner and within the time required by law. Trustee notice may be provided by electronic mail or other method authorized by Board policy.
- e. **Attendance at Meetings and Remote Participation:** All members of the Board are expected to attend all meetings of the Board of Trustees in person. Remote participation may occur only to the extent permitted by the Michigan Open Meetings Act or other applicable law.
- f. **Place of Meetings:** Unless otherwise directed by the Board, and permitted by law, all meetings will be held within the College chartered district of Jackson County.
- g. **Adjourned Meetings:** Any legal meetings of the Board may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted upon at the adjourned meeting.
- h. **Meeting Time Limit:** The length of time of regular meetings of the Board of Trustees is limited to two hours. A majority vote may be taken by the Board to extend the meeting should the agenda warrant such an extension. Items on the agenda requiring extended deliberation shall be taken up at subsequent, adjourned, or special meetings.

7. Other Electronic or Remote Communications:

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

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

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

8. Committees of the Board:

The Board may establish committees only to assist the Board in performing its governance responsibilities. Board committees shall not exercise authority over the President and CEO or staff, shall not interfere with delegated operational authority, and shall report recommendations to the full Board unless otherwise authorized by the Board.

9. Minutes of Proceedings:

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

10. Records Available:

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

11. Quorum:

The physical presence of the majority of the Board of Trustees constitutes a quorum, but no act is valid unless voted at a meeting of the Board by a majority vote (or other voting methodology as outlined within these Bylaws) of the members of the Board,. A meeting of less than a quorum in attendance may adjourn to a future Board meeting. No official action shall be taken without a quorum present and without the affirmative vote required by law, these Bylaws, or Board policy.

12. Compensation and Expenses:

Trustees shall receive no compensation for service on the Board. Expenses of Board Members shall be reimbursed in accordance with Board statements of practice.

13. Transaction of Business:

The Board shall transact business only at a legally convened meeting. No individual Trustee, Officer, or Board Committee has authority to act on behalf of the Board unless expressly authorized by the Board. The Board speaks with one voice through its adopted motions, policies, and official actions.

14. Order of Business:

The Board shall establish its regular order of business through Board policy, consistent with applicable law and Policy Governance.

15. Amendments:

These Bylaws are reviewed no less frequent than every five years and may be amended at a meeting of the Board by a super-majority, defined herein as 6/7ths, or 85.7% of the members of the Board (with the exception of 'Governance Methodology, which would require 100% majority to change).

16. Rules of Order:

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

17. Public Participation at Board Meetings:

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

Individuals wishing to speak are encouraged to complete a public comment request form before the meeting to assist with orderly administration of the public comment period. In cases of urgency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chair will allot each speaker a maximum of three 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 Chair may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Board Chair also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

A maximum of 30 minutes for public comment will be allotted on the agenda, per Board Meeting, unless this time allotment is modified by a majority vote of the Board. The Board may opt to establish a subsequent meeting given solely to the consideration of expanded public comment.

Public comments shall be received by the Board without debate, or individual response, or other engagement from Board members.

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

18. Indemnification

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

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

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

19. Continuity of Governance:

To support continuity of governance, Trustees should avoid unnecessary concentration of Board members in the same mode of transportation. No more than three Trustees should travel together in the same vehicle, aircraft, vessel, or similar conveyance unless approved by the Board Chair or required by circumstances.

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

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

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

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

8/14/23	16.0	<p>Significant edits during annual review to the following sections:</p> <ul style="list-style-type: none"> • Attendance at Meetings and Remote Participation • Committees of the Board. • Conflict of Interest was omitted as it already exists elsewhere in the Board's Code of Conduct governance policy. 	CGO
2.12.24	17.0	Public Participation at Board Meetings amended	CGO
8.12.24	18.0	Clarifying language added. Public participation stipulations further defined. Super-majority requirement for making amendments to the bylaws added.	CGO
8.11.25	19.0	Censure, Officer Removal, and Member Discipline added. Order of Business amended.	CGO
11.17.25	20.0	Addition of Bylaws review no less than every 5 years. Reference to Board's Statements of Practice added to "Compensation & Expenses", along with clarifying language added to "Public Participation at Board Meetings".	CGO



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.2 Millage Consideration (Future Ballot Discussion) *
Description: (Concise explanation of the issue, item, or proposal)
<p>I ask that the Board consider placing a millage restoration proposal on the 11.03.26 ballot. The purpose would be to ask voters whether they wish to restore Jackson College’s originally authorized 1964 charter millage rate of 1.33 mills, with any restored revenue dedicated to enhancing job training efforts, job career placement, and professional trades education programs.</p> <p>For November 2026, the proposal filing deadline is currently understood to be 4:00 p.m. on 08.11.26 subject to confirmation with legal counsel and the Jackson County Clerk. My proposed ballot language is provided below for Board consideration and legal review.</p> <p>My proposed ballot language is:</p> <p style="text-align: center;"><i>Community College Jackson College Millage Restoration Proposal</i></p> <p><i>Shall the limitation on the amount of taxes originally established by election in 1964 which may be assessed against all taxable property within the community college district boundaries of Jackson College, Michigan, be increased by 0.2087 mill (\$0.2087) per \$1,000 of taxable valuation) for a period of ten (10) years, from 2027 to 2036, inclusive, to provide funds for enhancing job training efforts, job/carrer placement, and career & technical education programs only; if this millage is approved and levied in full in 2027, it is estimated to raise approximately \$1.4M in the first year. This millage is to restore millage lost as a result of reductions required by the Headlee Amendment.</i></p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of a millage campaign for the November 2026 ballot.
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: June 8, 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-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.3 Truth in Taxation (MCL 211.24e) 5.3.1 Adoption of Pre-Hearing Operating Millage Resolution *
Description: (Concise explanation of the issue, item, or proposal)
<p>Enclosed is a resolution to establish the proposed additional operating millage for FY '27, as required under MCL 211.24e.</p> <p>Adoption of this resolution establishes the proposed millage rate for purposes of the Truth in Taxation public hearing, as reflected in the Notice of Public Hearing on Increasing Property Taxes previously published in accordance with statute (affidavit attached). This action does not authorize the final levy of millage, which will occur following the public hearing.</p>
Resource Impact: (As applicable)
Supports funding of College operations as reflected in the proposed FY '27 budget.
Requested Board Action: (If any)
Adopt the resolution establishing the proposed additional operating millage and proceed to the Truth in Taxation public hearing.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



RESOLUTION TO ESTABLISH PROPOSED ADDITIONAL OPERATING MILLAGE

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees has reviewed the financial requirements of the college district for the 2026–2027 fiscal year, including estimated expenditures, estimated revenue, and the taxable valuation of property located within the district; and

WHEREAS, the Jackson College Board of Trustees has determined that it may be necessary to levy an operating millage in excess of the base tax rate established under MCL 211.24e in order to provide adequate funding for the operation of the college; and

WHEREAS, the Jackson College Board of Trustees proposes an additional operating millage of **0.0295** mills, resulting in a total proposed operating millage of **1.1213** mills for the 2026–2027 fiscal year; and

WHEREAS, notice of a public hearing on the proposed increase in property taxes has been published in accordance with MCL 211.24e to allow for public comment on the proposed additional millage;

NOW THEREFORE, BE IT RESOLVED THAT:

1. The Jackson College Board of Trustees hereby establishes a proposed additional operating millage of 0.0295 mills for the 2026–2027 fiscal year, as set forth in the Notice of Public Hearing on Increasing Property Taxes; and
2. The Jackson College Board of Trustees shall proceed to conduct a public hearing pursuant to MCL 211.24e immediately following adoption of this resolution.
3. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:

June 8, 2026

Donna L. Lake
Board Chairwoman, Jackson College

Date



Jackson Citizen Patriot

LEGAL AFFIDAVIT

AD#: 0011098416

State of Ohio,) ss
County of Cuyahoga)

Joe Rosa being duly sworn, deposes that he/she is principal clerk of MLive Media Group; that Jackson Citizen Patriot is a public newspaper published in the city of Jackson, with general circulation in Jackson county, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

Jackson Citizen Patriot 05/31/2026

Joe Rosa 

Principal Clerk of the Publisher

Sworn to and subscribed before me this 01th day of June 2026

Russell Mackowski 

Notary Public



Online Notary Public. This notarial act involved the use of online audio/video communication technology. Notarization facilitated by SIGNIX®

Notice of Public Hearing on Increasing Property Taxes

The BOARD OF TRUSTEES of the JACKSON COLLEGE will hold a public hearing on a proposed increase of 0.0295 mills in the operating tax millage rate to be levied on property in 2026

The hearing will be held on MONDAY, JUNE 8, 202 at 6:30 P.M. at JACKSON COLLEGE, 2111 EMMONS ROAD, JACKSON, MI 49201.

The date and location of the meeting to take action on the proposed additional millage will be announced at this public meeting.

If adopted, the proposed additional millage will increase operating revenues from ad valorem property taxes 2.70% over such revenues generated by levies permitted without holding a hearing. If the proposed additional millage rate is not approved, the operating revenue will increase by 1.98% over the preceding year's operating revenue.

The taxing unit publishing this notice, and identified below, has complete authority to establish the number of mills to be levied from within its authorized millage rate.

This notice is published by:

JACKSON COLLEGE
2111 EMMONS ROAD
JACKSON, MI 49201
517-796-8569

11098416-01



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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)
5.0 Items for Decision 5.3 Truth in Taxation (MCL 211.24e) 5.3.2 Truth in Taxation Public Hearing *
Description: (Concise explanation of the issue, item, or proposal)
<p>In accordance with MCL 211.24e, the Board will conduct a public hearing on the proposed increase in property taxes for the FY '27 fiscal year.</p> <p>The Notice of Public Hearing on Increasing Property Taxes was published in a newspaper of general circulation within the College district in accordance with MCL 211.24e. The purpose of this hearing is to provide the public with an opportunity to comment on the proposed additional millage as presented in the published notice.</p> <p>The Chair will open the public hearing, invite public comment, and close the hearing following the opportunity for comment.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Open and close the public hearing and receive any public comments.
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: June 8, 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-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.3 Truth in Taxation (MCL 211.24e) 5.3.3 Adoption of Final Operating Millage for FY '27 *
Description: (Concise explanation of the issue, item, or proposal)
<p>Following the Truth in Taxation public hearing and consideration of any public comment, the Board is required to formally authorize the operating millage to be levied for the FY '27 fiscal year.</p> <p>Enclosed is the resolution to levy the final operating millage rate, which does not exceed the amount published in the Notice of Public Hearing on Increasing Property Taxes. This action establishes the official millage rate for the fiscal year.</p>
Resource Impact: (As applicable)
Establishes property tax revenue supporting the FY '27 operating budget.
Requested Board Action: (If any)
Adopt the resolution authorizing the operating millage levy for FY '27.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



RESOLUTION FOR AUTHORIZATION TO LEVY A TAX

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees has determined to levy a total operating millage of **1.1213** mills within the district for operating purposes for the 2026–2027 fiscal year; and

WHEREAS, the Jackson College Board of Trustees held a public hearing on June 8, 2026, pursuant to MCL 211.24e, to receive public comment on the proposed increase in property taxes for operating purposes; and

WHEREAS, the proposed additional millage rate was properly noticed and does not exceed the amount published in the Notice of Public Hearing on Increasing Property Taxes; and

WHEREAS, the Jackson College Board of Trustees has carefully examined the financial circumstances of the college district for the 2026–2027 fiscal year, including estimated expenditures, estimated revenue, taxable valuation of property located within the district, and has determined that the levy of the millage rate will be necessary for the sound management and operation of the college; and

WHEREAS, the Jackson College Board of Trustees has complete authority to establish that a maximum of **1.1213** mills for operating purposes in 2026–2027 from within its authorized millage rate; and

NOW THEREFORE, BE IT RESOLVED THAT:

1. For 2026–2027, the total millage rate of **1.1213** mills shall be levied upon taxable property located within the college district for operating purposes in the 2026–2027 fiscal year; and
2. The Jackson College Board of Trustees certifies that this levy complies with MCL 211.24e and all applicable statutory limitations; and
3. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:

June 8, 2026

Donna L. Lake
Board Chairwoman, Jackson College

Date



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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)
5.0 Items for Decision 5.4 FY '27 Budget Proposal (MCL 141.412) 5.4.1 Review of Proposed FY '27 Budget *
Description: (Concise explanation of the issue, item, or proposal)
<p>The proposed FY '27 budget is presented to the Board for review prior to the required public hearing and includes projected revenues, expenditures, and key assumptions supporting the College's operations for the upcoming fiscal year.</p> <p>The FY '27 budget is based on general budget targets discussed by the Board of Trustees at the March 9, 2026 Board meeting. Enclosed are the major assumptions supporting the proposed budget, which will be reviewed during the meeting. Detailed budget materials, including the line-item budget and 5-Year Rolling Facilities Master Plan, are available in the Diligent Resource Center. Also enclosed is the priority of funds for operations based upon the College's Expenditure Policy EC-1219.</p> <p>The proposed FY '27 budget contemplates achieving approximately 120,000 billing contact hours (BCH), compared to FY '26 projections of 114,500, with current year performance anticipated at approximately 121,118.</p> <p>Property tax revenues continue to be affected by the Headlee Amendment, which reduces the College's effective operating millage as taxable values increase. The College's original enabling millage, established in 1964, was 1.33 mills, and the proposed FY '27 operating millage of 1.1213 mills reflects cumulative rollback reductions over time.</p> <p>At this level, property tax revenue is approximately \$1.4 million less than what would be generated if the College were levying at its originally authorized millage rate. This impact has been incorporated into the revenue assumptions for the FY '27 budget.</p>

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 8, 2026



These assumptions, including the proposed operating millage, form the basis for the budget presented for public review. This review provides the Board and public with the necessary context for the subsequent public hearing in accordance with MCL 141.412.

Resource Impact: (As applicable)

Reflects the financial plan for College operations for FY '27.

Requested Board Action: (If any)

Receive the proposed budget and ask any questions prior to the public hearing.

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



Proposed
Annual Operating Budget
Fiscal Year 2026-2027



Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2026-2027
Major Assumptions

Revenues

- **Tuition** - Rates are proposed to increase to **\$209.00** per billing contact hour for In-District students (**+\$8.00; 4.0%**). Out-of-District tuition is proposed at **\$244.00** per billing contact hour (**+\$10.00; 4.3%**), approximately 117% of the In-District rate. Out-of-State/International tuition is proposed at **\$418.00** per billing contact hour (**+\$118.00; 39.3%**), representing 200% of the In-District rate.

The total tuition and student service fee for In-District students will be **\$266.00** per billing contact hour (**+\$10.00; 3.9%**), which remains within the **4.0%** tuition restraint limit.

- **Dual Enrollment** - Rates increase to **\$141.00** per credit hour for In-District students (**+\$5.00; 3.7%**) and **\$159.00** per credit hour for Out-of-District students (**+\$6.00; 3.9%**).
- **Student Service Fee** - The fee is set at **\$37.00** per billing contact hour for Dual Enrollment and Middle and Early College students (**+\$2.00; 5.7%**) and **\$57.00** for In-District, Out-of-District, Out-of-State/International, and Veteran students (**+\$2.00; 3.6%**).
- **Online Course Fees** - No changes are proposed to online course fees for the 2026–2027 academic year.

	2025-2026	2026-2027	Percent Change
1 BCH	\$10.00	\$10.00	0%
2 BCH	\$20.00	\$20.00	0%
3 BCH	\$30.00	\$30.00	0%
3.5 BCH	\$35.00	\$35.00	0%
4 BCH	\$40.00	\$40.00	0%

- **Digital Textbook Fee** - The fee is set at **\$95.00** per course (**+\$12.00; 14.5%**). The fee supports the delivery of digital textbooks to enrolled students through a textbook access program. Students may opt out and obtain textbooks independently.
- **Open Educational Resources (OER) Fee** - For courses that utilize OER materials rather than digital textbooks, the fee is set at **\$10.00** per course. 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 and obtain course materials independently.
- **Corrections Education Pricing** - Pricing is aligned with Federal Pell Grant funding. The annual Pell award per student is assumed to remain unchanged for the FY 2026–27 academic year. This program operates under a tuition subscription model.
- **Billing Contact Hours (BCH)** - Enrollment is projected at **120,000 BCH (+5,500; 4.8%** above FY 2026 budget). FY 2026 budgeted BCH were 114,500, with projected actuals of approximately **121,118 BCH (+6,618; 5.8%** above budget).
- **Housing Rates** - Rates are increased by **\$200.00** per semester for all housing units, including traditional residence hall rooms and Jets Village tiny homes (approximately **6.6%–7.7%** for fall and spring, depending on unit type).

	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

- **Meal Plan Pricing (per meal)** - Student meals are priced at **\$12.00 (-\$1.00; -7.7%)**, while employee meals remain **\$13.00**, with no change from the prior year.
- **Contract Training** - Revenue is estimated at **\$500,000.00**, representing an increase of **\$278,500.00 (125.7%)** over the FY 2026 budget of \$221,500.00. The increase reflects expanded programming and anticipated contract activity in FY 2027.

Jackson College
Proposed
Annual Operating Budget
Fiscal Year 2026-2027
Major Assumptions

- **Property Taxes** - Based on an estimated operating levy of **1.1213** mills. The College's original voter-authorized operating millage of 1.33 mills has been permanently reduced due to mandatory rollbacks required under the Headlee Amendment to the Michigan Constitution, resulting in an estimated \$1.40 million annual reduction from the original authorization. The FY 2027 budget assumes a **4.3% increase (\$307,798.00)** over projected FY 2026 actual property tax revenues.
- **State Appropriations** - Estimated at **\$15,615,033.00**, inclusive of both operating and MPSERS funding, representing an increase of **\$306,177.00 (2.0%)** over the projected FY 2026 actual of \$15,308,856.00. This estimate is based on the Governor's FY 2027 budget recommendation and an assumed incremental increase.

Expenses

- **Staffing Numbers**

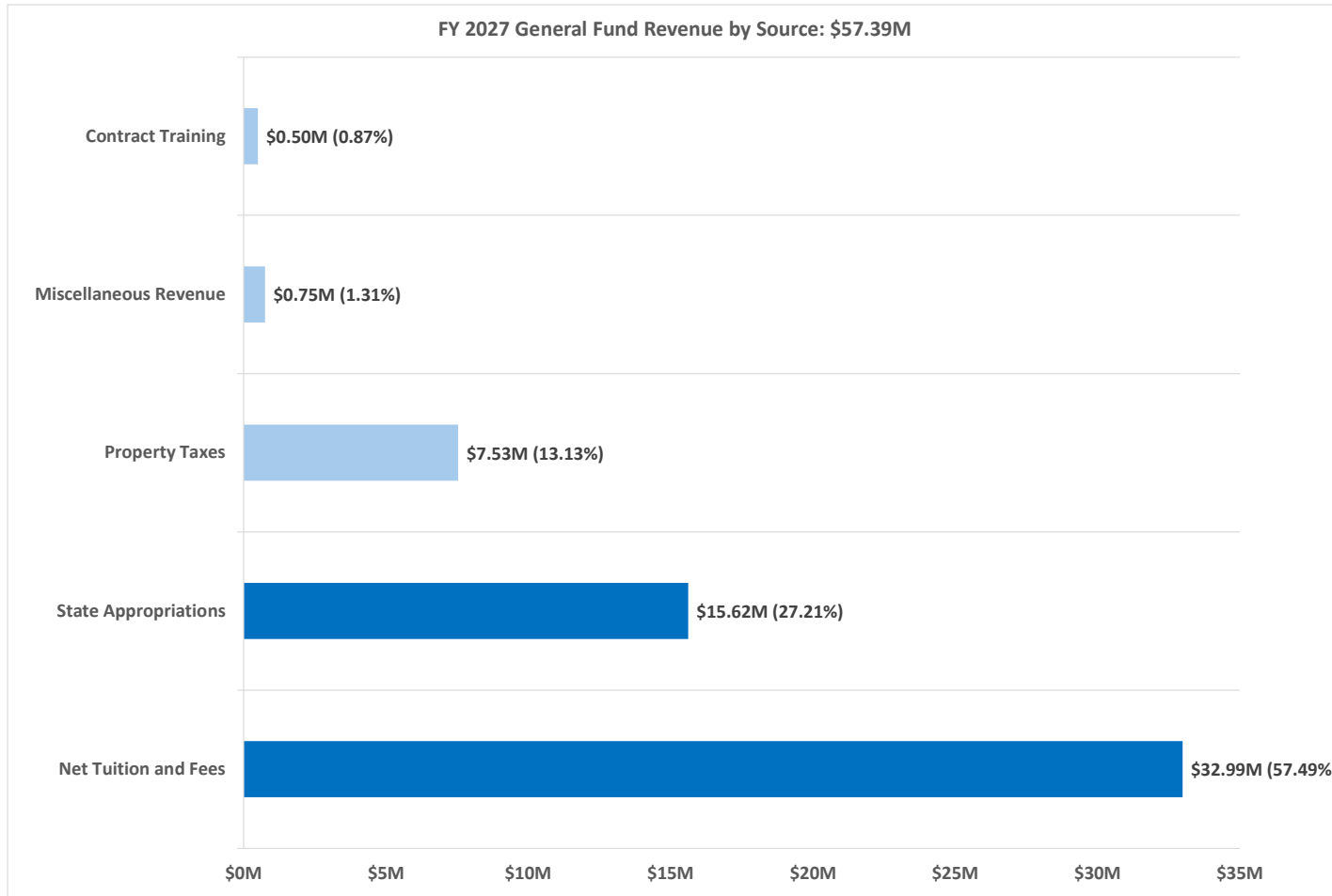
	FY27 Full- Time	FY26 Full- Time	FY27 Part- Time	FY26 Part- Time	FY27 Total	FY26 Total
Faculty	75.5	73	237	235	312.5	308
Administrator	37.64	29.64	0	0	37.64	29.64
Executive	11	14	0	0	11	14
Staff	147	143.5	15.75	15.75	162.75	159.25
Grand Total	271.14	260.14	252.75	250.75	523.89	510.89

- **Wages and Merit Pay**
 - Staff Merit Pay - Budgeted in accordance with applicable labor contracts.
 - Administrative Merit Pay - Budgeted at **\$2,500.00** per administrator.
 - Faculty Merit Pay - Budgeted based on applicable labor contracts.
 - Adjunct Faculty Merit Pay - Budgeted at a **3.0%** wage increase, applied to current hourly rates, which range from \$30.00 to \$56.00 per hour.
 - Executive Merit Pay - Budgeted at **\$2,500.00** per Council member.
 - All merit increases are subject to contract negotiations and performance-based recognition and reflect budgetary assumptions.
- **Retirement and Social Security** - Estimated at an average rate of **27.0%** of wages per employee, including 7.65% for Social Security and Medicare, consistent with FY 2026.
- **Benefits** - Reflect the requirements of Public Act 7 of 2010, which establishes a statutory cap on employer health benefit contributions for Administrators, Staff, and Faculty. Benefit costs are estimated at **19.0%** of wages, consistent with FY 2026.
- **Transfers - Plant** - Includes the Board-mandated Major Maintenance Set-Aside. The FY 2027 transfer of **\$3,150,000.00**, representing **4.84%** of the total budget, exceeds the **4.5%** policy requirement and supports long-term capital and major maintenance needs.
- **Transfers - Debt Service** - Debt retirement and interest payments on outstanding bonds total **\$3,852,544.00**, representing **5.92%** of the total budget.
- **Technology and Institutional Equipment** - Includes **4.74%** of the total budget allocated for technology and institutional equipment. Funding supports \$23,500.00 in capital equipment (items costing \$5,000.00 or greater), \$150,000.00 in audiovisual equipment, \$445,107.00 in computer equipment, \$63,000.00 in facilities equipment, \$12,251.00 in security equipment, \$27,000.00 in hospitality equipment, \$72,700.00 in athletic equipment, and \$2,288,815.00 for software. In addition, Perkins grant funding provides an additional source for instructional equipment purchases.

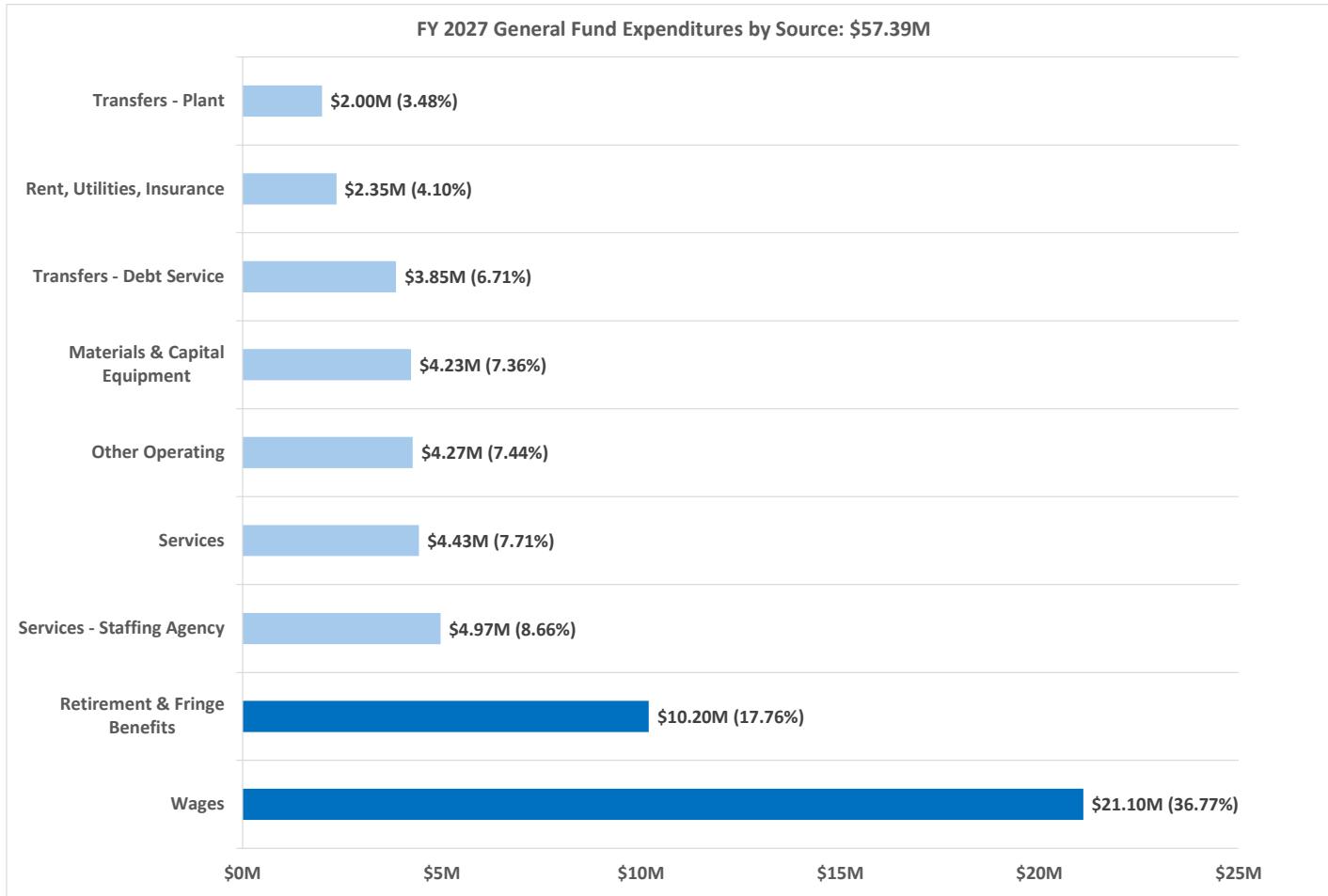
General Fund

	Sum of Fiscal Year 2026		Sum of Fiscal Year 2027		Sum of Fiscal Year 2027
	Adjusted Budget		Proposed Budget		Proposed Budget Compared to Fiscal Year 2026 Adjusted Budget
Revenue					
Tuition and Fees					
Tuition	\$	24,881,730.00	\$	27,477,480.00	\$ 2,595,750.00
Scholarships	\$	(737,500.00)	\$	(690,500.00)	\$ 47,000.00
Student Services Fees	\$	5,005,000.00	\$	5,500,488.00	\$ 495,488.00
Other Fees	\$	538,100.00	\$	699,900.00	\$ 161,800.00
Net Tuition and Fees Subtotal	\$	29,687,330.00	\$	32,987,368.00	\$ 3,300,038.00
Other Revenue					
State Appropriations	\$	15,622,100.00	\$	15,615,033.00	\$ (7,067.00)
Property Taxes	\$	7,227,118.00	\$	7,534,916.00	\$ 307,798.00
CCE	\$	221,500.00	\$	500,000.00	\$ 278,500.00
Other	\$	541,112.00	\$	509,300.00	\$ (31,812.00)
Rental Income	\$	245,000.00	\$	245,000.00	\$ -
Transfers	\$	342,500.00	\$	-	\$ (342,500.00)
Net Other Revenue Subtotal	\$	24,199,330.00	\$	24,404,249.00	\$ 204,919.00
Revenue Total	\$	53,886,660.00	\$	57,391,617.00	\$ 3,504,957.00
Expense					
Expense					
Wages	\$	19,627,732.00	\$	21,100,281.00	\$ 1,472,549.00
Retirement	\$	5,960,126.00	\$	6,304,031.00	\$ 343,905.00
Fringe Benefits	\$	3,566,134.00	\$	3,891,505.00	\$ 325,371.00
Services Staffing Agency	\$	4,281,395.00	\$	4,968,982.00	\$ 687,587.00
Services	\$	4,135,008.00	\$	4,426,294.00	\$ 291,286.00
Materials	\$	3,411,216.00	\$	3,962,797.00	\$ 551,581.00
Rent, Utilities, Insurance	\$	2,108,260.00	\$	2,353,640.00	\$ 245,380.00
Other Operating	\$	3,461,921.00	\$	4,272,760.00	\$ 810,839.00
Transfers Out Plant	\$	3,370,674.00	\$	1,995,283.00	\$ (1,375,391.00)
Transfers Out Debt	\$	3,869,694.00	\$	3,852,544.00	\$ (17,150.00)
Capital Outlay	\$	94,500.00	\$	263,500.00	\$ 169,000.00
Net Expense Subtotal	\$	53,886,660.00	\$	57,391,617.00	\$ 3,504,957.00
Expense Total	\$	53,886,660.00	\$	57,391,617.00	\$ 3,504,957.00
Income over (under) expense	\$	-	\$	-	\$ -

Jackson College
General Fund Revenue
Fiscal Year 2027 Proposed General Fund Budget
\$57,391,617



Jackson College
 General Fund Expense
 Fiscal Year 2027 Proposed General Fund Budget
 \$57,391,617



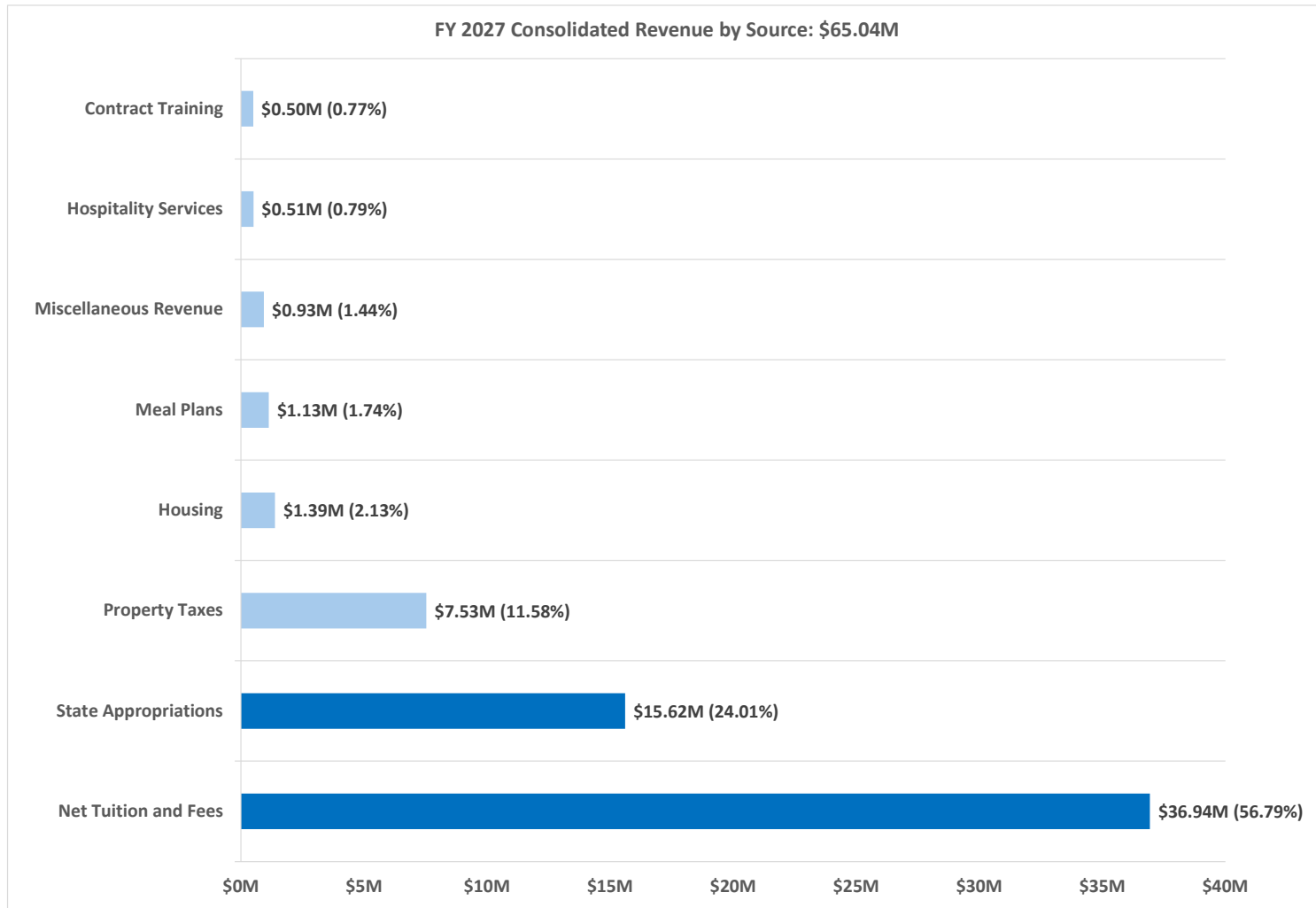
Auxiliary Services Fund

	Sum of Fiscal Year 2026 Adjusted Budget	Sum of Fiscal Year 2027 Proposed Budget	Sum of Fiscal Year 2027 Proposed Budget Compared to Fiscal Year 2026 Adjusted Budget
Revenue			
Tuition and Fees			
Scholarships	\$ (143,655.00)	\$ (161,400.00)	\$ (17,745.00)
Textbook Fee	\$ 2,608,571.00	\$ 2,800,000.00	\$ 191,429.00
Class Fees	\$ 1,304,000.00	\$ 1,310,000.00	\$ 6,000.00
Net Tuition and Fees Subtotal	\$ 3,768,916.00	\$ 3,948,600.00	\$ 179,684.00
Other Revenue			
Housing	\$ 1,050,000.00	\$ 1,387,800.00	\$ 337,800.00
Meal Plans	\$ 1,063,400.00	\$ 1,133,971.00	\$ 70,571.00
Hospitality	\$ 512,000.00	\$ 513,000.00	\$ 1,000.00
Bookstore	\$ 156,000.00	\$ 159,500.00	\$ 3,500.00
Potter Center	\$ 488,000.00	\$ 488,000.00	\$ -
Other	\$ 18,000.00	\$ 15,100.00	\$ (2,900.00)
Rental Income	\$ 21,000.00	\$ 5,000.00	\$ (16,000.00)
Transfers	\$ -	\$ -	\$ -
Net Other Revenue Subtotal	\$ 3,308,400.00	\$ 3,702,371.00	\$ 393,971.00
Revenue Total	\$ 7,077,316.00	\$ 7,650,971.00	\$ 573,655.00
Expense			
Expense			
Wages	\$ 1,421,411.00	\$ 1,517,895.00	\$ 96,484.00
Retirement	\$ 329,934.00	\$ 335,877.00	\$ 5,943.00
Fringe Benefits	\$ 232,177.00	\$ 236,359.00	\$ 4,182.00
Services Staffing Agency	\$ 10,000.00	\$ -	\$ (10,000.00)
Services	\$ 75,500.00	\$ 82,000.00	\$ 6,500.00
Materials	\$ 806,102.00	\$ 853,600.00	\$ 47,498.00
Cost of Goods	\$ 1,721,561.00	\$ 1,802,500.00	\$ 80,939.00
Course Materials	\$ 910,100.00	\$ 1,017,400.00	\$ 107,300.00
Rent, Utilities, Insurance	\$ 4,000.00	\$ 2,000.00	\$ (2,000.00)
Other Operating	\$ 625,373.00	\$ 623,623.00	\$ (1,750.00)
Transfers Out Plant	\$ 936,158.00	\$ 1,154,717.00	\$ 218,559.00
Capital Outlay	\$ 5,000.00	\$ 25,000.00	\$ 20,000.00
Net Expense Subtotal	\$ 7,077,316.00	\$ 7,650,971.00	\$ 573,655.00
Expense Total	\$ 7,077,316.00	\$ 7,650,971.00	\$ 573,655.00
Income over (under) expense	\$ -	\$ -	\$ -

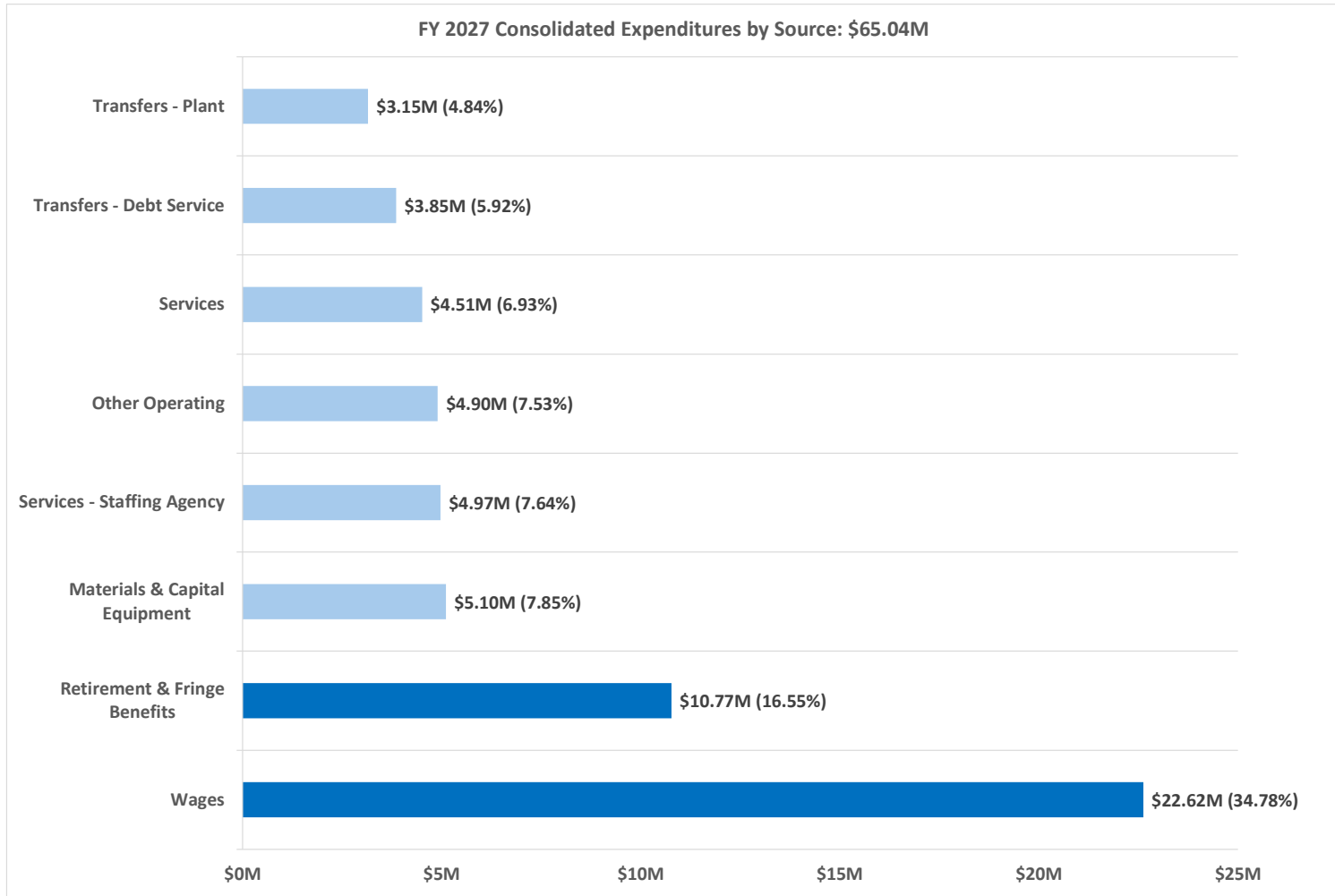
General Fund and Auxiliary Services Fund

	Sum of Fiscal Year 2026 Adjusted Budget		Sum of Fiscal Year 2027 Proposed Budget		Sum of Fiscal Year 2027 Proposed Budget Compared to Fiscal Year 2026 Adjusted Budget
Revenue					
Tuition and Fees					
Tuition	\$	24,881,730.00	\$	27,477,480.00	\$ 2,595,750.00
Scholarships	\$	(881,155.00)	\$	(851,900.00)	\$ 29,255.00
Student Services Fees	\$	5,005,000.00	\$	5,500,488.00	\$ 495,488.00
Textbook Fee	\$	2,608,571.00	\$	2,800,000.00	\$ 191,429.00
Class Fees	\$	1,304,000.00	\$	1,310,000.00	\$ 6,000.00
Other Fees	\$	538,100.00	\$	699,900.00	\$ 161,800.00
Net Tuition and Fees Subtotal	\$	33,456,246.00	\$	36,935,968.00	\$ 3,479,722.00
Other Revenue					
State Appropriations	\$	15,622,100.00	\$	15,615,033.00	\$ (7,067.00)
Property Taxes	\$	7,227,118.00	\$	7,534,916.00	\$ 307,798.00
Housing	\$	1,050,000.00	\$	1,387,800.00	\$ 337,800.00
Meal Plans	\$	1,063,400.00	\$	1,133,971.00	\$ 70,571.00
Hospitality	\$	512,000.00	\$	513,000.00	\$ 1,000.00
Bookstore	\$	156,000.00	\$	159,500.00	\$ 3,500.00
Potter Center	\$	488,000.00	\$	488,000.00	\$ -
CCE	\$	221,500.00	\$	500,000.00	\$ 278,500.00
Other	\$	559,112.00	\$	524,400.00	\$ (34,712.00)
Rental Income	\$	266,000.00	\$	250,000.00	\$ (16,000.00)
Transfers	\$	342,500.00	\$	-	\$ (342,500.00)
Net Other Revenue Subtotal	\$	27,507,730.00	\$	28,106,620.00	\$ 598,890.00
Revenue Total	\$	60,963,976.00	\$	65,042,588.00	\$ 4,078,612.00
Expense					
Expense					
Wages	\$	21,049,143.00	\$	22,618,176.00	\$ 1,569,033.00
Retirement	\$	6,290,060.00	\$	6,639,908.00	\$ 349,848.00
Fringe Benefits	\$	3,798,311.00	\$	4,127,864.00	\$ 329,553.00
Services Staffing Agency	\$	4,291,395.00	\$	4,968,982.00	\$ 677,587.00
Services	\$	4,210,508.00	\$	4,508,294.00	\$ 297,786.00
Materials	\$	4,217,318.00	\$	4,816,397.00	\$ 599,079.00
Cost of Goods	\$	1,721,561.00	\$	1,802,500.00	\$ 80,939.00
Course Materials	\$	910,100.00	\$	1,017,400.00	\$ 107,300.00
Rent, Utilities, Insurance	\$	2,112,260.00	\$	2,355,640.00	\$ 243,380.00
Other Operating	\$	4,087,294.00	\$	4,896,383.00	\$ 809,089.00
Transfers Out Plant	\$	4,306,832.00	\$	3,150,000.00	\$ (1,156,832.00)
Transfers Out Debt	\$	3,869,694.00	\$	3,852,544.00	\$ (17,150.00)
Capital Outlay	\$	99,500.00	\$	288,500.00	\$ 189,000.00
Net Expense Subtotal	\$	60,963,976.00	\$	65,042,588.00	\$ 4,078,612.00
Expense Total	\$	60,963,976.00	\$	65,042,588.00	\$ 4,078,612.00
Income over (under) expense	\$	-	\$	-	\$ -

Jackson College
Consolidated General Fund & Auxiliary Support Services Revenue
Fiscal Year 2027 Proposed Consolidated Operating Budget
\$65,042,588



Jackson College
Consolidated General Fund & Auxiliary Support Services Expenditures
Fiscal Year 2027 Proposed Consolidated Operating Budget
\$65,042,588



Jackson College

Fiscal Years 2026-2030

General Fund and Auxiliary Services Fund

	Fiscal Year 2026 Adjusted Budget	Fiscal Year 2027 Proposed Budget	Fiscal Year 2028 Forecasted	Fiscal Year 2029 Forecasted	Fiscal Year 2030 Forecasted
Revenue					
Tuition and Fees					
Tuition	\$ 24,881,730.00	\$ 27,477,480.00	\$ 28,301,804.00	\$ 29,150,858.00	\$ 30,025,384.00
Scholarships	\$ (881,155.00)	\$ (851,900.00)	\$ (877,457.00)	\$ (903,781.00)	\$ (930,894.00)
Student Services Fees	\$ 5,005,000.00	\$ 5,500,488.00	\$ 5,665,503.00	\$ 5,835,468.00	\$ 6,010,532.00
Textbook Fee	\$ 2,608,571.00	\$ 2,800,000.00	\$ 2,884,000.00	\$ 2,970,520.00	\$ 3,059,636.00
Class Fees	\$ 1,304,000.00	\$ 1,310,000.00	\$ 1,349,300.00	\$ 1,389,779.00	\$ 1,431,472.00
Other Fees	\$ 538,100.00	\$ 699,900.00	\$ 720,897.00	\$ 742,524.00	\$ 764,800.00
Net Tuition and Fees Subtotal	\$ 33,456,246.00	\$ 36,935,968.00	\$ 38,044,047.00	\$ 39,185,368.00	\$ 40,360,930.00
Other Revenue					
State Appropriations	\$ 15,622,100.00	\$ 15,615,033.00	\$ 16,083,484.00	\$ 16,565,989.00	\$ 17,062,969.00
Property Taxes	\$ 7,227,118.00	\$ 7,534,916.00	\$ 7,760,963.00	\$ 7,993,792.00	\$ 8,233,606.00
Housing	\$ 1,050,000.00	\$ 1,387,800.00	\$ 1,429,434.00	\$ 1,472,317.00	\$ 1,516,487.00
Meal Plans	\$ 1,063,400.00	\$ 1,133,971.00	\$ 1,167,990.00	\$ 1,203,030.00	\$ 1,239,121.00
Hospitality	\$ 512,000.00	\$ 513,000.00	\$ 528,390.00	\$ 544,242.00	\$ 560,569.00
Bookstore	\$ 156,000.00	\$ 159,500.00	\$ 164,285.00	\$ 169,214.00	\$ 174,290.00
Potter Center	\$ 488,000.00	\$ 488,000.00	\$ 502,640.00	\$ 517,719.00	\$ 533,251.00
CCE	\$ 221,500.00	\$ 500,000.00	\$ 515,000.00	\$ 530,450.00	\$ 546,364.00
Other	\$ 559,112.00	\$ 524,400.00	\$ 540,132.00	\$ 556,336.00	\$ 573,026.00
Rental Income	\$ 266,000.00	\$ 250,000.00	\$ 257,500.00	\$ 265,225.00	\$ 273,182.00
Transfers	\$ 342,500.00	\$ -	\$ -	\$ -	\$ -
Net Other Revenue Subtotal	\$ 27,507,730.00	\$ 28,106,620.00	\$ 28,949,818.00	\$ 29,818,314.00	\$ 30,712,865.00
Revenue Total	\$ 60,963,976.00	\$ 65,042,588.00	\$ 66,993,865.00	\$ 69,003,682.00	\$ 71,073,795.00
Expense					
Wages	\$ 21,049,143.00	\$ 22,618,176.00	\$ 23,296,721.00	\$ 23,995,623.00	\$ 24,715,492.00
Retirement	\$ 6,290,060.00	\$ 6,639,908.00	\$ 6,839,105.00	\$ 7,044,278.00	\$ 7,255,606.00
Fringe Benefits	\$ 3,798,311.00	\$ 4,127,864.00	\$ 4,251,700.00	\$ 4,379,251.00	\$ 4,510,629.00
Services Staffing Agency	\$ 4,291,395.00	\$ 4,968,982.00	\$ 5,118,051.00	\$ 5,271,593.00	\$ 5,429,741.00
Services	\$ 4,210,508.00	\$ 4,508,294.00	\$ 4,643,543.00	\$ 4,782,849.00	\$ 4,926,334.00
Materials	\$ 4,217,318.00	\$ 4,816,397.00	\$ 4,560,889.00	\$ 4,653,920.00	\$ 4,793,538.00
Cost of Goods	\$ 1,721,561.00	\$ 1,802,500.00	\$ 1,756,575.00	\$ 1,809,272.00	\$ 1,863,550.00
Course Materials	\$ 910,100.00	\$ 1,017,400.00	\$ 1,047,922.00	\$ 1,079,360.00	\$ 1,111,741.00
Rent, Utilities, Insurance	\$ 2,112,260.00	\$ 2,355,640.00	\$ 2,380,032.00	\$ 2,451,433.00	\$ 2,524,976.00
Other Operating	\$ 4,087,294.00	\$ 4,896,383.00	\$ 4,043,273.00	\$ 4,231,556.00	\$ 4,633,220.00
Transfers Out Plant	\$ 4,306,832.00	\$ 3,150,000.00	\$ 4,963,655.00	\$ 5,194,177.00	\$ 5,192,166.00
Transfers Out Debt	\$ 3,869,694.00	\$ 3,852,544.00	\$ 3,795,244.00	\$ 3,804,300.00	\$ 3,801,550.00
Capital Outlay	\$ 99,500.00	\$ 288,500.00	\$ 297,155.00	\$ 306,070.00	\$ 315,252.00
Expense Total	\$ 60,963,976.00	\$ 65,042,588.00	\$ 66,993,865.00	\$ 69,003,682.00	\$ 71,073,795.00
Income over (under) expenses	\$ -	\$ -	\$ -	\$ -	\$ -

Jackson College
Expenditure Policy - Priority of General Funds for Operations
Fiscal Year Ended 6/30/27 - Proposed Budget

General Fund Revenues

General Fund Revenue Sources

	Amount	%
Revenue:		
A. State Appropriations	\$ 15,615,033	27.21%
B. Tuition and Fees	\$ 32,987,368	57.48%
C. Other	\$ 1,254,300	2.19%
D. Property Taxes	\$ 7,534,916	13.13%
Total	\$ 57,391,617	100%

C. Other Revenue Detail	Amount
Federal grants/contracts	
State & local grants/contracts	
Pell	
Nongovernmental grants	
Seminars workshops and other	\$ 504,300
Indirect cost recoveries	
Local community stabilization funding	
Contract Training	\$ 500,000
Gifts	
Net Investment Income	\$ 250,000
Realized/unrealized gains/losses	
Miscellaneous	
Total Other Fund 01	1,254,300

General Fund Expenditures

General Fund Total Expenses	Amount	%
Instruction	\$ 17,714,862	30.86%
Instructional Support	\$ 2,669,611	4.65%
Student Services	\$ 8,090,814	14.10%
Information Technology	\$ 5,574,031	9.71%
Operations and Maintenance	\$ 7,829,534	13.64%
Public Service	\$ 478,392	0.83%
Institutional Administration	\$ 9,186,546	16.01%
Transfers for Debt/Plant	\$ 5,847,827	10.19%
Total	\$ 57,391,617	100%

Funding Priorities					
A	B	C	D	Total	
\$ 15,615,033	\$ 2,099,829			\$ 17,714,862	
	\$ 2,669,611			\$ 2,669,611	
	\$ 8,090,814			\$ 8,090,814	
	\$ 5,574,031			\$ 5,574,031	
	\$ 7,829,534			\$ 7,829,534	
	\$ 478,392			\$ 478,392	
	\$ 6,245,157	\$ 1,254,300	\$ 1,687,089	\$ 9,186,546	
			\$ 5,847,827	\$ 5,847,827	
\$ 15,615,033	\$ 32,987,368	\$ 1,254,300	\$ 7,534,916	\$ 57,391,617	



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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)
5.0 Items for Decision 5.4 FY '27 Budget Proposal (MCL 141.412) 5.4.2 Public Hearing on Proposed FY '27 Budget *
Description: (Concise explanation of the issue, item, or proposal)
<p>A public notice of the hearing was published in a newspaper of general circulation within the College district in accordance with MCL 141.412, and the proposed budget has been made available for public inspection.</p> <p>The purpose of this hearing is to provide an opportunity for public comment on the proposed budget following its presentation and review.</p> <p>The Chair will open the public hearing, invite public comment, and close the hearing following the opportunity for comment.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Open and close the public hearing and receive any public comments.
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: June 8, 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-08 Communication & Support to the Board
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.4 FY '27 Budget Proposal (MCL 141.412) 5.4.3 Consideration and Adoption of FY '27 Budget*
Description: (Concise explanation of the issue, item, or proposal)
<p>Following the required public hearing and consideration of any public comment, the Board will consider adoption of the FY '27 budget.</p> <p>Enclosed is the resolution to adopt the FY '27 budget, which reflects projected revenues and expenditures necessary to support the College's operations and strategic priorities for the upcoming fiscal year. Adoption of this resolution satisfies the requirements of MCL 141.412.</p>
Resource Impact: (As applicable)
Formal authorization of the College's operating budget for FY '27.
Requested Board Action: (If any)
Approve and adopt the FY '27 budget as presented or as amended by the Board.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



RESOLUTION TO ADOPT FY 2026-2027 BUDGET

Jackson, Michigan

WHEREAS, the Jackson College Board of Trustees has reviewed and considered the proposed FY 2026–2027 budget; and

WHEREAS, the Jackson College Board of Trustees held a public hearing on June 8, 2026, in accordance with MCL 141.412, to receive public comment on the proposed budget;

NOW THEREFORE, BE IT RESOLVED THAT:

1. The Jackson College Board of Trustees hereby adopts the FY 2026–2027 budget as presented or as subsequently amended by the Board.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution shall be and the same are hereby rescinded.

Signed:

June 8, 2026

Donna L. Lake
Board Chairwoman, Jackson College

Date



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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)
Jackson College Board of Directors Bylaws
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.5 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>The current roster of the Foundation Board of Directors now includes 2 directors who are incumbent members of the JC Board of Trustees (Christopher Simpson and Teshna Thomas).</p> <p>The Board will consider if a 3rd member will be added to the Foundation Board of Directors.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Decide if the Board wants to proceed with 2 members or 3 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: June 8, 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)
<u>GOVERNANCE PROCESS: GP-12 Board Linkage with External Organizations</u>
Subject: (Topic or focus for consideration)
5.0 Items for Decision 5.6 Selection of Representatives for the MCCA Board of Directors *
Description: (Concise explanation of the issue, item, or proposal)
<p>The Michigan Community College Association (MCCA) requires the certification of each member college's President/CEO Director, a Trustee Director, as well as an Alternate Trustee Director, to serve as institutional delegates.</p> <p>Currently, I am designated as the President-Director to the MCCA Board. Last year, Chairwoman Lake was appointed as the MCCA Trustee-Director, with the Vice Chairman Heins serving as the Alternate Trustee-Director. A Trustee-Director and Alternate Trustee-Director must be designated for the FY '27.</p> <p>Enclosed here are the memorandum from the President of MCCA, Brandy Johnson, and the Certification of Appointment to the 2026-2027 MCCA Board of Directors.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Decision for the MCCA Trustee-Director and Alternate Trustee-Director.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



MEMORANDUM

TO: MCCA Board of Directors

FROM: Brandy Johnson, Secretary, MCCA Board of Directors

DATE: May 13, 2026

SUBJECT: Certification of Appointments to the 2026-27 MCCA Board of Directors

Article VII, Sec. 1 and 2 of the Michigan Community College Association (MCCA) Bylaw states:

“There shall be a Board of Directors composed of the chief administrative officer of each member college and one member of the governing board. The governing board of each member college shall also designate an alternate who shall serve in the absence of its governing board member Director of the Association.

...Prior to July 15 each year, each member college shall certify to the Secretary of the Association its members of the Board of Directors.”

Attached is a copy of a Certification Form for the designation of 2026-2027 representatives to the MCCA Board of Directors. Please indicate and certify the names of the President/Chancellor Director, Trustee/Regent Director, and Alternate Trustee/Regent Director from your member college.

Please return a signed copy of the Certification Form to the MCCA office before July 15, 2026, so the composition of the 2026-2027 MCCA Board of Directors may be known before the July 2026 Summer Conference meeting.

Please contact me if you have any questions regarding this procedure.



Brandy Johnson

110 West Michigan Ave. • Lansing, Michigan 48933-1000 •
Phone: (517) 372 4350 • Fax: (517) 372 0905 • www.mcca.org



Michigan Community College Association

110 W. Michigan Ave. Suite 650
Lansing, MI 48933
O. 517.372.4350, F. 517.372.0905

**CERTIFICATION OF APPOINTMENT FORM
MCCA 2026 – 2027 BOARD OF DIRECTORS**

At a meeting of the

Regular or Special

College

Board of Trustees/Regents held on

the following were designated

Date

as the chief administrative officer and governing board representatives of

to the Michigan Community College

College

Association Board of Directors for the year beginning July 1, 2026 and ending

June 30, 2027.

President/Chancellor Director

Name

Trustee/Regent Director

Name

College Board Title

Trustee/Regent Director

Preferred Email

Phone Number

Alternate Trustee/Regent

Name

College Board Title

Alternate Trustee/Regent

Preferred Email

Phone Number

Submitted by:

Name

Date:

Signature:

Please return completed form by July 15, 2026 to:
MCCA – 110 West Michigan Ave. Suite 650 Lansing, MI 48933-1611
Email to: michelle@mcca.org or Fax 517-372-0905



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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-11 MISSION SUPPORT & ENTREPRENEURIAL ACTIVITY EXECUTIVE LIMITATIONS: EL-12 Land Use GOVERNANCE PROCESS: GP-09 Board Code of Conduct 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 05.11.26 * 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-12 Land Use – Policy Review * 6.2.2 Governance Process <ul style="list-style-type: none"> 6.2.2.1 GP-09 Board Code of Conduct – Policy Review * 6.3 Interpretations Assessment <ul style="list-style-type: none"> 6.3.1 EL-11 Mission Support & Entrepreneurial Activity – Interpretations Assessment *
Description: (Concise explanation of the issue, item, or proposal)
<p>Linked are the minutes (05.11.26) of the most recent meeting of the Board, for your review and consideration for placement into the formal record of the Jackson College Board of Trustees.</p> <p>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.</p> <p>Enclosed for their regular reviews are Board Executive Limitations Policy EL-12 Land Use and Board Governance Process Policies GP-09 Board Code of Conduct to which</p>



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 8, 2026

policy pre-review Trustees (Chairwoman Lake, Trustee Mackey) and I recommend a very minor numbering edit.

Lastly, enclosed for the Board's assessment are my unrevised interpretations for Board Executive Limitation policy EL-11 Mission Support & Entrepreneurial Activity.

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 05.11.26; approval of Executive Limitations policy EL-12 (as amended); approval of Governance policy GP-09; and assessment of my interpretations of Executive Limitations policies EL-11 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, Potter Center Boardroom

05.11.26

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 05.11.26, 6:30P, at the Central Campus of Jackson College, Potter Center Boardroom.

Board Members Present: Vice Chairman Matt Heins, Chairwoman Donna Lake, Trustee Danielle Mackey, and Trustee George Page

Board Member Absence: Trustee Philip Hoffman, Trustee Christopher Simpson, and Trustee Teshna Thomas

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Zak McNitt, Albert Rossner, Sarah Townsley, Josh Sullivan (remotely), Joe Miller, Cindy Allen, Eddie Burkhead

Chairwoman Lake called the meeting to order at 6:30P 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.

CEO Phelan conducted a brief Safety Tailboard for attendees.

COMMUNICATIONS

PUBLIC COMMENTS – None.

BOARD COMMENTS & CEO COMMENTS

Trustees shared that the Commencement, TRIO, and pinning ceremonies were all very well done and greatly appreciated.

A moment of silence was offered in observance of the 2026 National Police Week. Established by a joint resolution of Congress in 1962, National Police Week pays special recognition to those law enforcement officers who have lost their lives in the line of duty for the safety and protection of others.

Pre-Audit:

Sarah Townsley (in -person) and Josh Sullivan (video-remotely) of the Board's auditing firm Rehmann presented the engagement letter and the Professional Services Plan for the upcoming audit. They expect to return to the regular October Board meeting for presentation of the audit reports. Josh Sullivan highlighted new pronouncements and changes to the reporting methodology where items such as Pell grant funds are allocated to a different area of the report than in the past. Explanations throughout the report also newly require a bit more specificity and have been streamlined for redundancies.

At Vice Chairman Heins' request, a history of the previous audits performed will be provided to the Board at the June Board meeting.

Future Signaling:

CEO Phelan led board discussion on this future signaling item:

<https://www.aacc.nche.edu/2026/04/14/strategic-compass-2035/>, highlighting AACC's five directional anchors for the upcoming decade:

1. Data Insights & Adaptive Governance: AACC becomes the learning and foresight engine for the field – anticipating disruption, informing strategy, and shaping policy.
2. Ecosystem Orchestration: Community colleges lead regional civic and workforce ecosystems integrating education, industry, government, and community partners.
3. Student Agency & Lifelong Learning: Learners are empowered as co-designers of their educational and economic futures across a lifetime.
4. Innovation for All: Innovation and transformation are accessible to every college, not just a few.
5. Voice & Advocacy: AACC defines the national narrative and policy environment for community colleges.

CEO Phelan described the [Strengthening Community Colleges Training Grants \(Round 6\)](#) that Jackson College, MCCA, and LEO are pursuing jointly on behalf of MI Community Colleges, with Jackson College as the fiduciary agency.

EXCELLENCE MINUTE – 2026 Student Achievement Day – Zak McNitt

JC Registrar / Director of Jackson College Lenawee, Zak McNitt, provided highlights of the 2026 Student Achievement Day (Jackson College's Commencement Day):

- 1200 students were invited, over 3 academic terms
- 339 students participated in the event, a new high
- 562 unique students earned a credential
- 441 earned honors designation (3.0+ GPA)
- 8 former CEP students who had been paroled attended
- Graduates from all 4 JC operating EMC programs attended (Hillsdale, JC LISD Academy, JPEC, and JCEC)
- 35 volunteers assisted from all divisions of the College

- 841 credentials have been confirmed for the 26 Spring semester.

OWNERSHIP LINKAGE

CEO Phelan continues to pursue a meeting with Henry Ford Jackson Hospital's Board in accordance with the Board's FY '26-'28 Ownership Linkage schedule below. CEO Phelan and Keith Everett Book will arrange for a meeting with members of the HFJH Board at the HFJH Boardroom as soon as possible.

FY'26

- In-depth Interviews –
Interviewees:
 - Accelerate Jackson County Board (10.13.25)
 - Jackson Community Foundation Board (data share)
 - Henry Ford Jackson Hospital Board (scheduling continues)

FY'27

- In-depth Interviews –
Proposed interviewees:
 - Summit Township (Regarding upcoming community engagement, Keith Everett Book and Ashley Van Heest will be presenting JC updates at the Summit Township 05.12.26 Board meeting.)
 - Conglomerate of Townships – (at their meeting)

FY'28

- County Owners Survey – Owners respond by prioritizing a group of suggested strategies that the College could execute.

ITEMS FOR DECISION

BYLAWS CONSIDERATION

The Board considered proposed changes to their Bylaws, most of which were discussed at the 04.30.26 Board Spring Planning Session.

Vice Chairman Heins asked that the Board consider removing the actual agenda of a regular Board meeting from the Bylaws.

This agenda item will be carried forward to the 06.08.26 Board meeting so that the appropriate number of Trustees might be present for the required 6/7 votes to make changes.

MILLAGE CONSIDERATION

CEO Phelan proposed that the Board consider a millage campaign for the November 2026 ballot. For November 2026, the proposal deadline is 4:00P on 08.11.26. The Fall 2026 draft ballot language is below for consideration:

Community College

Jackson College Millage Restoration Proposal

This proposal will allow the College to restore its originally authorized charter millage rate of 1.33 mills on all property with the revenue of this proposal to be used for enhancing workforce training and professional trades programs. These funds will not be used for employee wages or employee benefits, and only for educational equipment and related campus facility support.

Shall the limitation on the amount of taxes originally established by election in 1964 which may be assessed against all property within the community college district boundaries of Jackson College, Michigan, be increased by 0.1973 mil (\$0.1973 per \$1,000 of taxable valuation) for a period of 10 years, from 2027 to 2036, inclusive, to provide funds for enhancing workforce training and professional trades programs;. These funds will not be used for employee wages or employee benefits, and only for educational equipment and related campus facility support. If this millage is approved and levied in full in 2026, it is estimated to raise approximately \$1,200,000 (this millage is to restore millage lost as a result of the reductions required by the Michigan Constitution of 1963)?

Trustee Mackey requested a millage promotion plan be developed including Board participation, as well as potentially holding a Special Board meeting toward development of said plan.

Vice Chairman Heins requested that this agenda item be brought back to the 06.08.26 Board meeting.

CEO HEALTHCARE / VEBA CONSIDERATION

The Board considered aspects of the CEO's contract pertaining to the CEO's healthcare and VEBA contributions. Cindy Allen (VP, Student Achievement & College Operations) introduced Mr. Joe Miller of Miller Financial Services, the managing agent of this VEBA vehicle, who discussed the design of the instrument and provided recommendations for a reasonable funding level. If these funds are not used, they revert to the College.

Discussion ensued regarding historical inconsistent funding and tracking of the plan. Trustee Mackey and Vice Chairman Heins requested that a system for tracking the plan be firmly in place with the record keeper of the plan clearly identified.

MOTION BY VICE CHAIRMAN HEINS TO CONTRIBUTE A TOTAL OF \$250,000 OVER THE COURSE OF THREE YEARS TO THE CEO'S RETIREMENT HEALTHCARE SAVINGS PROGRAM; IDENTIFY THE RECORD KEEPER OF THE PROGRAM AS THE VP, STUDENT ACHIEVEMENT & FINANCIAL SERVICES; AND DEVELOP A WRITTEN UPDATE ON THE PLAN TO BE PROVIDED ANNUALLY TO THE BOARD IN ACCORDANCE WITH THE BOARD'S REVIEW OF THE CEO'S CONTRACT.. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, LAKE, MACKAY, AND PAGE VOTING AYE. MOTION PASSED UNANIMOUSLY.

CONSENT / REQUIRED APPROVAL AGENDA

Prior to the meeting, Board members individually reviewed the minutes of the most recent meetings of the Board dated 04.20.26 and 04.30.26, in consideration for placement into the formal record of the Jackson College Board of Trustees.

For their regular reviews, the Board considered their Executive Limitations Policy EL-11 Mission Support & Entrepreneurial Activity, and Board Governance Process Policies GP-03 Board Planning Cycle & Agenda Control and GP-12 Board Linkage with External Organizations, and Board-CEO Delegation Policy BCD-05 CEO Succession to which policy pre-review Trustees (Chairwoman Lake, Vice Chairman Heins, Trustee Thomas) and CEO Phelan recommend edits.

To test the policy itself and their understanding thereof policy BCD-05 CEO Succession, the policy pre-review Trustees shared the President & CEO Succession in Uncertain Times Case Study that the pre-review Trustees used to review BCD-05.

The Board also considered a statement of practice for the Board's succession planning (Presidential Continuity and Succession Upon Retirement, Incapacity, Death, or Other Permanent Separation).

Lastly, the Board assessed CEO Phelan's revised interpretations for Board Executive Limitation policy EL-10 Access to Education.

MOTION BY TRUSTEE PAGE TO:

- **APPROVE THE BOARD MEETING MINUTES DATED 04.20.26 AND 04.30.26;**
- **APPROVE POLICIES EL-11, GP-03, GP-12, AND BCD-05 AS AMENDED;**
- **APPROVE STATEMENT OF PRACTICE "PRESIDENTIAL CONTINUITY AND SUCCESSION UPON RETIREMENT, INCAPACITY, DEATH, OR OTHER PERMANENT SEPARATION" AS AMENDED; AND**
- **ASSESS CEO PHELAN'S INTERPRETATIONS OF POLICY EL-10 AS REASONABLE;**

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

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-05 Asset Protection – Evidence Review: CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-05 Asset Protection indicating Partial Compliance according to his previously approved interpretations.

In response to the partial compliance noted in the monitoring report for Board policy EL-05 Asset Protection (because only 28% of Trustees completed their Title IX and JC Code of Ethics training during this monitoring period), the Board will be resent the

training links to be completed prior to the 06.08.26 Regular Board meeting, at which the monitoring report will be reassessed for full compliance.

MONITORING CEO PERFORMANCE: EL-06 Investments – Evidence Review:
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-06 Investments indicating Full Compliance according to his previously approved interpretations.

MOTION BY VICE CHAIRMAN HEINS THAT:

- 1. THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-05 ASSET PROTECTION AND FINDS THAT IT DEMONSTRATES PARTIAL COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY, WITH THE EXPECTATION OF FULL COMPLIANCE BY 06.08.26.**
- 2. THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-06 INVESTMENTS AND FINDS THAT IT DEMONSTRATES FULL COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY.**

TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, LAKE, MACKAY, AND PAGE 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).

Discussion of the cadence and frequency in which policies are reviewed and monitored will be revisited at the 06.08.26 Regular Board meeting.

INFORMATION REQUESTED BY THE BOARD

College Feature: JC / JAMA Articulation Agreement – Albert Rossner & Eddie Burkhead
The Board welcomed JC Instructor Albert Rossner who outlined the new [articulation agreement](#) between JC and Jackson Area Manufacturers Association (JAMA) that creates a direct pathway for individuals participating in JAMA's advanced manufacturing programs to apply their skills and knowledge toward academic credit at Jackson College.

Trustees and CEO Phelan expressed their deep appreciation for the efforts of Albert Rossner, Eddie Burkhead, and Dr. Benjamin Valdez toward this important relationship with JAMA.

Next Board Meeting Topics

Below are currently anticipated topics:

- Excellence Minutes: TBD
- Schedule / History for Special Audit Consideration

- Bylaws Consideration
- Millage Consideration
- Foundation Membership Consideration
- Policy Review: EL-12 Land Use
- Policy Review: GP-09 Board Code of Conduct
- Evidence Review: EL-03 Planning
- Evidence Review – Part II: EL-05 Asset Protection
- Interpretations Assessment: EL-11 Mission Support & Entrepreneurial Activity
- FY '27 Budget Approval
 - Truth in Budgeting Hearing
 - Consideration of Authorization to Levy
 - Consideration of FY '27 Budget
- Selection of Representatives to the MCCA Board of Directors
- Annual Review of CEO Contract & Retirement Healthcare Savings Program
- Administrative Personnel Practices Manual/Compensation
- Cadence of Policy Review and Monitoring Schedule
- College Feature: Institutional AI and Curriculum Development – Doug Yenor
- Closed Session – Collective Bargaining Negotiations
- Next Board Meeting Topics

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 04.20.26 and 04.30.26 Board Meeting Self-Assessment Summaries.

MEETING CONTENT REVIEW

Information was appreciated as presented.

ADJOURN

MOTION BY VICE CHAIRMAN HEINS “To adjourn.”

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

Meeting Adjourned at 8:07PM EDT.



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Land Use

Policy Number: EL 12

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 04.21.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Heins,
Trustee Thomas

GLOBAL EXECUTIVE LIMITATIONS STATEMENT:

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

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

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

[4.3](#) Creation of opportunity to generate new revenue streams.

[4.4](#) An opportunity to differentiate the College’s learning and co-curricular environment.

[4.5](#) Positioning the College as an innovative leader in new programs targeted at future market opportunities.

Changelog

Date of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.12.21	2.0	Small Changes to policy to better align with College practices	CEO
4.11.22	2.0	Regular Review – Approved	CEO
3.13.23	3.0	Small Changes to policy to better align with College practices	CEO
3.11.24	3.0	Regular Review - Approved	CGO
4.21.25	4.0	Regular Review – addition of “innovative” leader in final bullet.	CGO



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Code of Conduct

Policy Number: GP-09

Date Adopted: 6.8.20

Version: 6.0

Date Last Reviewed: 11.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Lake,
Trustee Hoffman,
Trustee Mackey

GOVERNANCE PROCESS STATEMENT:

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

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations, or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
 - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.

- 3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse themselves without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.
- 3.3. Trustees will not use their Board position to obtain employment with, furnish services or goods from the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.
- 3.4. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.
4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the CEO.
 - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into operational or administrative matters.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media, social media, or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chair.
6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws (particularly, in relationship to this policy), governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of Board meetings.
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional, and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.

11. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct and execute a pledge at the beginning of each Trustee term and on an annual basis at the first meeting of each calendar year.
12. Trustees who are found to have violated the Board’s Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

Changelog

Date of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
6.13.22	1.0	Regular Review – Approved	CEO
5.8.23	2.0	Regular Review w/ minor edits	CGO, CEO
6.12.23	3.0	Regular Review Part II – Approved - Definition of reprimand provided in item 12.	CGO
5.13.24	4.0	Regular review – minor grammar edit.	CGO
3.17.25	5.0	Federally mandated compliance amendment.	CGO
5.12.25	5.0	Regular Review – no edits.	CGO
11.17.25	6.0	Clarifying operational and administrative language added; reference to social media added; practice of annual commitment added.	CGO



Jackson College Board of Trustees

Interpretations Assessment: EL – 11 Mission-Support & Entrepreneurial Activity

Report Date: 06.08.26

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

POLICY STATEMENT:

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

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

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

INTERPRETATION:

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

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

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

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

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- b) All new (added within the last 12 months) Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;

- c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- d) Some Mission-Support Activities are not expected to generate revenue but are understood to significantly impact student success and will be noted as not applicable to this policy (N/A).
- e) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

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

2. Engage in mission-support or entrepreneurial activities that do not meet at least one of the following criteria:

- 2.1 Contributes directly to the achievement of ENDS;**
- 2.2 Contributes to alignment and partnerships with organizations;**
- 2.3 Enhances student learning opportunities;**
- 2.4 Strengthens the position of the College as an innovative leader and as a member of the League for Innovation, particularly in areas that may provide new market opportunities;**
- 2.5 Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- 2.6 Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

INTERPRETATION:

Compliance will be demonstrated when:

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

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

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

INTERPRETATION:

Compliance will be demonstrated when grant activities reveal a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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-03 PLANNING
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.1 EL-03 Planning – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-03 Planning. 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-03 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 – 03 Planning

[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-03: "Planning". 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".

06.08.26

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

Date

POLICY STATEMENT:

The CEO shall not permit planning that allocates resources in a way that risks fiscal jeopardy or that is not aligned with achievement of the Board's ENDS. Further, without limiting the scope of the above statement by the following list, the CEO shall not:

- 1. Permit budget planning or College operations without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the ENDS.**

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the proposed new budget aligns with the current budget year, both appearing in the three-year pro-forma financial plan consisting of revenues and expenses presented each year to the Board.

I have further interpreted that compliance with this policy statement will be demonstrated when the CEO's Strategic Agenda, an evergreen planning document, consisting of 18 months of goals, strategies, and tactics, demonstrates a clear alignment from the ENDS policies, through to operational priorities assigned to the

1

Leadership Council, which, in sum, is responsible for the bulk operational activity of the College.

This interpretation is reasonable because the use of a strategic planning document and three-year proforma budget data are traditional tools used in the achievement of Board policy directives in the higher education industry.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that the Strategic Agenda is listed on the College's intranet. Additionally, the CFO confirmed that the FY 2027 budget book will include a 3-year pro-forma and will be presented at the 06.08.26 Board of Trustees meeting. The inclusion of the current budget year within the 3-year pro-forma demonstrates alignment between the proposed budget and the College's multi-year financial plan.

1.1 Permit financial planning without a projected multi-year (no less than five years) facilities master plan.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the College's five-year facilities master plan is included in the Budget preparation documents used as a basis for determining priorities in a current year, with the understanding of the potential for changing economic conditions, as well as available funding.

This interpretation is reasonable because the five-year master plan is folded into the Board approved budget and is codified in distributed form for Board inspection.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that the five-year master plan was presented at the Board of Trustees meeting on 03.09.26 by the VP, Student Achievement & Enterprise Services. The five-year master plan was incorporated into the FY 2027 budget preparation documents and used as a basis for determining capital and facilities-related priorities.

2. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, prior year comparisons, and disclosure of planning assumptions.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, as noted in 2.1 (separation of capital expenditures), as well as the following:

- a) Projected revenues from tuition and fees are based on a regression analysis of historical enrollment, adjusted against current events, and the CEO's initiatives.
- b) Housing revenues are derived from prior year application analysis, adjusted following consideration of actual and/or potential impactful, societal events.
- c) Property tax revenue is derived from property valuations, less the Headlee rollback effects on our millage rate.
- d) State Appropriations revenue assumptions are derived from information provided by my analysis following a review of state projections and consideration of a likely state budget outcome, given that our College budget needs to be approved by the Board fully three months before the State budget is required to be completed.
- e) Contract training revenue, performing arts activity, miscellaneous revenue, and Transfers Revenues are derived from historical activity.
- f) Hospitality Services revenue is derived from housing occupancy assumptions, based on the sale of a student residence mandatory meal plan, and catering services.
- g) Wages, Retirement and Benefit expense are derived from the current staffing roster, adjusted for labor agreement requirements, changes in State and Federal requirements, as well as the addition of new staff to the budget.
- h) Services – Staffing Agency, Services, Materials, Rent, Utilities, Insurance and Other operating costs are derived from historical trends, adjusted for current revenue assumptions.
- i) Transfers-Debt Services is derived from our debt repayment schedule for the required payments on outstanding obligations that year.
- j) Capital Equipment & Transfers are derived by the residual income over expenses after all other expenses are planned.
- k) The budget book includes five-year facilities plan for capital expenditures.
- l) Cashflow projections are prepared and reviewed with the Leadership Council, while ensuring the satisfaction of the Board requirements of two-month's operating on hand.
- m) The budget book includes major planning assumptions.

This interpretation is reasonable because all budget items are derived in a manner which is comparable to budget planning processes used in other community colleges of comparable size.

EVIDENCE:

a-m) The VP, Student Achievement & Financial Services confirmed on 05.26.26 that interpretations 2a through 2m are reflected in the FY 2027 budget proposal to be presented to the Board of Trustees on 06.08.26, as documented in the budget book. The five-year master plan was presented at the 03.09.26 Board meeting by the VP, Student Achievement & Enterprise Services.

2.1 Omit in the annual operating budget adequate provision for plant and facilities maintenance, electronic and institutional equipment and program and course development, staff development and institutional research.

2.1.1 Unless otherwise approved by the Board, provide less than the amount required to address critical deferred maintenance.

2.1.1.1 Less than 4.5% of the total operating budget allocated for plant and facilities maintenance.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the total amount of plant transfers budgeted, debt, and/or transfers at year end, are at least 4.5% of the budgeted operating revenues.

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of compliance with this numerical threshold.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that the combined allocations for plant transfers and debt service in the FY 2027 budget proposal will exceed the 4.5% threshold of budgeted operating revenues, as will be documented in the budget book presented to the Board of Trustees on 06.08.26.

2.1.1.2 Less than 3.5% allocated for technology and institutional equipment.

INTERPRETATION:

Directly or indirectly related technology and institutional equipment are part of the capital budget. Compliance will be demonstrated when the total for technology and institutional equipment is included in the 3.5% of the operating budget planned for capital equipment, year-end transfers, and debt.

This interpretation is reasonable because the Board of Trustees has opportunity to review and approve the budget at the beginning of the year, as well as any year-end budget adjustments, by the end of the fiscal year, for evidence of compliance with this numerical threshold.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that allocations for technology and institutional equipment in the FY 2027 budget proposal will exceed the 3.5% threshold of budgeted operating revenues, as will be documented in the budget book presented to the Board of Trustees on 06.08.26.

Planned allocations include \$23,500 in capital equipment, \$150,000 in audiovisual equipment, \$445,107 in computer equipment, \$63,000 in facilities equipment, \$12,251 in security equipment, \$27,000 in hospitality equipment, \$72,700 in athletic equipment, and \$2,288,815 for software. Additionally, Perkins grant funding provides an additional source for instructional equipment purchases.

- 3. Permit financial planning that does not provide the amount of operating funds determined annually by the Board for its direct use during the year to ensure Board advancement and competent governance of the College, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and Ownership linkage.**

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the budget account for the Board's direct use is identified as a separate department within the overall College.

This interpretation is reasonable because the Board has opportunity to review and approve the adoption of the annual operating budget.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that the Board of Trustees has a dedicated budget identified as a separate department within the overall College budget, as documented in the FY 2027 budget book to be presented to the Board of Trustees on 06.08.26.

- 4. Allow an annual operating budget in which more funds are to be dispersed than are conservatively projected to be received.**

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when the projected year-end income over (under) expenses is zero or greater.

This interpretation is reasonable because the Board of Trustees receives and regularly has opportunity to review monthly financial reports on the College's financial activity,

as well as audited financial reports for evidence of compliance with this policy item.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed on 05.26.26 that a balanced FY 2027 budget will be presented to the Board of Trustees on 06.08.26. Once approved, the budget will be available on the College's transparency webpage.

5. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when budget plans for the board include future years projections that are fiscally viable, as well as the following.

- a) Labor contracts do not incur long-term future financial commitments that are not provided for in our three-year pro-forma; and Borrowing (i.e., debt service) does not exceed 10% of annual operating expenses.

This interpretation is reasonable because the Board receives annual budget planning documents which include elements of fiscal soundness, (which is consistent with the historical threshold previously used by the Board), debt services, and projected outcomes of negotiated contracts in those years when union contracts are expired.

EVIDENCE:

- a) The VP, Student Achievement & Financial Services confirmed on 05.26.26 that the FY 2027 budget proposal includes a three-year pro-forma reflecting known and estimated cost increases associated with labor agreements, as documented in the budget book to be presented to the Board of Trustees on 06.08.26.
- b) The VP, Student Achievement & Financial Services confirmed on 05.26.26 that projected debt service, as reflected in the three-year pro-forma, is expected to remain below the 10% threshold of annual operating expenses.

5.1 Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long-term.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when

- a) Each Leadership Council Member has identified, to the College CEO, an interim successor.
- b) Each Council Member Successor is provided current operational information and has the opportunity to fill the responsibilities of the position from time to

time.

- c) Each Council Member Successor is aware of their responsibility to the operations of the College and the Leadership council.

This interpretation is reasonable because it monitors succession planning at the appropriate levels of the organization and is a consistent practice among other community colleges.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed that on 05.28.26 the Chief of Staff & Governance Liaison requested updated 2026 Annual Succession Plans from all Executive Council members to be submitted to the President's Office by 06.02.26 for review and retention.

5.2 Permit the College to be without sufficient organizational capacity and current information about CEO and Board issues and processes for the competent operation of the organization to continue in the event of sudden loss of CEO services.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when, (partially as noted in 5.2.1) as well as the following:

- a) Minutes of the Leadership Council confirm that it regularly discusses current operations of the organization.
- b) The Leadership Council understands how the organization is evaluated under Policy Governance and is involved in the development of Board Monitoring Reports.
- c) Performance Management Interviews (PMIs) between the Leadership Council member and their direct reports reveal discussions of larger operations in the area under supervision, as well as discussion of leadership growth and a pathway for doing so.

The interpretation is reasonable because it covers the two areas critical to continuity of the CEO's role; Operations of the College and support of the Board's assessment of organization performance. Further, PMI meetings, with direct reports, are a requirement of all Leadership Council Members which assess competence and promotes continuous professional development.

EVIDENCE:

- a) The VP, Student Achievement & Financial Services confirmed on 05.26.26 that Executive Council meetings regularly include discussion of current College operations, including during Strategic Planning and Strategic Agenda sessions.

- b) The VP, Student Achievement & Financial Services confirmed on 05.26.26 that Executive Council members continue to support the development of Board Monitoring Reports by providing evidence aligned to Policy Governance requirements.
- c) The Director of Human Resources on 06.01.26 confirmed that Performance Management Interviews (PMI) are required to be completed by all administrative supervisors on a quarterly basis. This is an opportunity for open conversation between employees and their supervisor. Training has been provided to supervisors and advisement to supervisors to record highlights of PMI meetings on NEOED in the Journal Entry portion.

5.2.1 Prepare no fewer than two College executive staff to assume operation of the organization for a Board determined interim period.

INTERPRETATION:

I have interpreted that compliance with this policy statement will be demonstrated when (assuming that “*the assumption of the operation of the organization*” language includes the same authority and responsibility as the CEO):

- There is a documented succession plan with two named Leadership Council members that delineate the respected authorities and responsibilities of the CEO, for which each person is accountable during a temporary absence of the CEO of less than 6 months.
- When the two named successors, as determined by the CEO, are shared, in order, with the Board of Trustees.
- When the two named successors confirm their knowledge of their role as successor, and their responsibilities and accountabilities in the event of an absence.
- When the two named successors are required to attend monthly Board Meetings, Planning Sessions, and receive appropriate Board communications.

The interpretation is reasonable because it supports the Board’s ability to apply policy BMD-5 President & CEO Succession.

EVIDENCE:

The VP, Student Achievement & Financial Services confirmed that on 05.28.26 the Chief of Staff & Governance Liaison requested updated 2026 Annual Succession Plans from all Executive Council members, including identification of successors and related responsibilities, to be submitted to the

President's Office by 06.02.26.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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-05 Asset Protection
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.2 EL-05 Asset Protection: Part II – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-05 Asset Protection to be reassessed for <u>Full Compliance</u> , following the partial compliance noted at the 05.11.226 Board meeting (because only 28% of Trustees completed their Title IX and JC Code of Ethics training during this monitoring period). The Board was resent the training links to be completed prior to the 06.08.26 Regular Board meeting, which they all did by 06.01.26. I will respond to questions you may have about the report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board reassessment of the monitoring report for Policy EL-05 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 – 05 Asset Protection

[~~PARTIAL~~ 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-05: "Asset Protection". 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".

~~05.11.26~~ 06.08.26

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

Date

POLICY STATEMENT:

The CEO shall not allow College assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the preceding statement by the following list, the CEO shall not:

- 1. Permit the organization to have inadequate insurance against property, casualty, and cyber (i.e., data) losses.**

I have interpreted "inadequate insurance" in policy items #1.1 (including 1.1.1 and 1.1.2) to 1.2. Compliance with these items below constitutes compliance with this policy.

- 1.1. Permit the organization to insure its property and operations with inadequate valuation and limits due to an insufficient scope of perils.**

INTERPRETATION:

I have interpreted “insufficient scope of perils” in policy items 1.1.1 and 1.1.2 below. I am further interpreting the scope of perils to include disruption of College operations, due to unpredictable events or ‘Acts of God’ (i.e., force majeure), as well as exposure to danger or serious danger.

Compliance with this policy will be demonstrated when insurances of the College, in particular its ‘Umbrella Insurance’, for disruption of college operations, is consistent with coverage limits standards for an institution our size, type, and scope, as well as when items 1.1.1 and 1.1.2, (below) are fully compliant.

This interpretation is reasonable because it is consistent with the recommendations of the College’s insurance consultant every 3 years.

EVIDENCE:

A review of the umbrella insurance policy on 05.04.26 by the VP, Student Achievement & Financial Services confirmed that the policy provides coverage with a total limit of \$10 million per occurrence (each claim limit) and a general aggregate limit of \$10 million.

1.1.1. Permit insurance of all buildings and contents to be at less than the cost to replace, with a blanket limit of all buildings and contents.

INTERPRETATION:

I have interpreted compliance to be demonstrated when a schedule property of values is updated and signed each year, computing the blanket limit of coverage for buildings and contents, and that the College is in possession of insurance coverage documents to those amounts.

This interpretation is reasonable because it is based on insurance industry standards for current replacement blanket insurance on building and contents.

EVIDENCE:

A review of the College’s commercial property insurance policy, including the Statement of Property Values, on 05.04.26 by the College’s VP, Student Achievement & Financial Services confirmed that the blanket building limit is \$477,062,591 and the blanket contents limit is \$51,315,000. These limits reflect current replacement cost coverage and are sufficient to replace all insured buildings and contents in the event of a total catastrophic loss.

1.1.2. Permit the College to have inadequate insurance for theft, disappearance or destruction of money, and securities inside or outside the premises.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The College is in possession of an insurance policy providing for coverage for theft, disappearance or destruction of money and securities at the College, or at financial institutions holding College assets.
- b) The levels/type of insurance coverage provided is consistent with the range recommended by the insurance industry consultant every 3 years (see insurance type and current insurance coverage schedule below).

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000
Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

This interpretation is reasonable because the assessment of adequate insurance is provided by a third-party independent insurance consultant, as noted in the schedule above) is an accepted industry standard.

EVIDENCE:

- a-b) A review of the associated College insurance policy on 05.04.26 by the College VP, Student Achievement & Financial Services confirmed that the policy provides coverage for theft,

disappearance or destruction of money and securities at the College, or at financial institutions holding College assets, with coverage types and limits consistent with those outlined in Item 1.1.2.b.

1.2. Permit the organization to have inadequate privacy/cyber insurance.

INTERPRETATION:

I have interpreted compliance to be demonstrated when:

- a) The operational and disruptive threat of Cyber Security is mitigated using preventative controls and insurance protections are consistent with what was identified in the annual cyber security audit. This level of control will include the annual review of a Maintenance of Operations plan; and
- b) Insurance levels are consistent with annual recommendations from a third-party insurance consultant for Cyber Liability Coverage.

This interpretation is reasonable because the insurer is a third-party expert and provides the College with an independent assessment of what adequate insurance is in the current environment, as well as what constitutes an appropriate Maintenance of Operation plan, which is required before any cyber insurance can be issued.

EVIDENCE:

- a) The College's VP, Student Achievement & Digital Innovation confirmed on 04.30.26 that consistent with 2025, all critical applications and data are maintained on Google Cloud Platform. This provides the College with state-of-the-art data backup and recovery to protect against ransomware and other cyber-attacks. The environment is HIPAA, PCI, ISO (27001, 27017, 27018), and SOC (1,2,3) compliant. The IT department has addressed within the past year audit findings regarding improving access controls by extending multi-factor authentication (MFA) to students and closing remaining MFA gaps for employee accessible applications. Security awareness training was enhanced by ensuring all new employees receive training; all employees have annual refresher training; and concentrated training is provided during cyber-security awareness month. The most recent audit noted satisfactory improvement in this category.
- b) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's current Cyber Liability Coverage is a \$3 million aggregate limit with a \$30,000 retention/deductible, consistent with annual recommendations from the College's third-party insurance consultant.

2. **Permit the Board members, College employees, and other individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.**

INTERPRETATION:

I interpret the level of adequate insurance (i.e., E & O for the board, as well, as other liability insurances for staff and related parties) to be determined by a third-party consultant and their standards of coverage determinations, and such policies are currently in place and on file.

This interpretation is reasonable because the insurer is a third-party expert and an independent assessment of what adequate insurance is.

EVIDENCE:

The College's VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College's current insurance policy provides Educator and Employment Liability coverage with a \$1 million limit for each wrongful employment act/occurrence and \$5 million aggregate, consistent with coverage levels recommended by the College's third-party insurance consultant.

3. **Permit individuals traveling out of the United States, on behalf of the College, to have inadequate travel accident insurance.**

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The College has a professional activity form (i.e., pre-approval documentation) on file, granting approval to travel on behalf of the College. Further, that this form is utilized by persons traveling on College business.
- b) Employees are provided access to information about applicable travel insurance coverages prior to their approved travel.
- c) Coverages are consistent with third-party consultants' recommendations based on industry standards.

This interpretation is reasonable because prior approval to travel, as well as provisions for applicable travel insurance, is a standard practice among higher education institutions.

EVIDENCE:

a-c) The VP, Student Achievement & Financial Services confirmed on 05.04.26 that the College has a Travel and Mileage policy which includes language on the use of a professional activity form (PAF). The PAF must receive advance approval before travel occurs. For international travel, travelers are provided with a Global Assistance ID card, consistent with travel insurance coverage recommended by the College's third-party insurance consultant.

4. Allow the College to have insurance for theft and crime coverage that is less than community college industry standards.

INTEPRETATION:

I have interpreted that compliance will be demonstrated when the College is ensuring its theft and crime coverages are at a level, identified by the College's the third-party insurance consultant, as standard for an institution our type, size, and scope.

This interpretation is reasonable because it is not only a standard practice utilized by higher education institutions, but that the recommendations for coverage levels are provided by a third-party industry consultant.

EVIDENCE:

A review of the College's Commercial Crime insurance policy on 05.04.26 by the VP, Student Achievement & Financial Services confirms the policy provides coverage for theft, disappearance, or destruction of money and securities at the College, or at financial institutions holding College assets, with coverage types and limits consistent with community college industry standards as recommended by the College's third-party insurance consultant.

<u>Insuring Agreement</u>	<u>Limits of Liability</u>	<u>Deductibles</u>
Employee Theft	\$ 1,000,000	\$ 10,000
ERISA Fidelity	\$ 1,000,000	\$ -
Forgery or Alteration	\$ 1,000,000	\$ 10,000
Premise Coverage	\$ 1,000,000	\$ 10,000
Transit Coverage	\$ 1,000,000	\$ 10,000
Computer Fraud	\$ 1,000,000	\$ 10,000
Restoration Expense	\$ 50,000	\$ 1,000
Funds Transfer Fraud	\$ 1,000,000	\$ 10,000
Credit, Debit or Charge Card Fraud	\$ 1,000,000	\$ 10,000

Money Orders and Counterfeit Money	\$ 1,000,000	\$ 10,000
Investigative Expense	\$ 50,000	\$ -

5. Unnecessarily expose the organization, its Board members or College employees to claims of liability.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when the ‘unnecessary exposure to claims of liability’ are addressed in item 5.1 below, as well as when all College Trustees and employees have received required training on Title IX, Sexual Harassment Prevention, and the Jackson College Code of Ethics, as constituting compliance with this policy.

This interpretation is reasonable because said training is required by the United States Department of Education.

EVIDENCE (~~Partial compliance indicated~~):

The VP, Student Achievement & College Operations confirmed on 05.05.26 that all employees, including adjunct faculty, are required to complete the Title IX training upon hire, as well as on an annual basis thereafter. 95% of employees completed the training during this reporting period. Board members are also required to complete the Title IX training annually and ~~28~~ 100% of board members completed the training during this reporting period. For the JC Ethics Course, 97% of our active employees completed and ~~28~~ 100% of our board members completed the training during this reporting period.

Notifications to complete the required training from the training platform Vector Solutions ~~can had~~ only been sent via Trustees’ jccmi.edu e-mail addresses. On 05.12.26, a new link for the training ~~will be was~~ sent to the Trustees’ ~~jccmi.edu~~ preferred email addresses with the request that Trustees complete the training by the 06.08.26 Board meeting. All were completed by 06.01.26.

5.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.

INTERPRETATION:

I am interpreting the phrase “material contracts or material internal human resource documents” to include all Labor Agreements and all contracts with vendors and organizations, to have a direct or indirect financial liability of \$100,000 or more. I have further interpreted that compliance will be demonstrated when:

- a) A random statistical sampling of contracts is reviewed by legal counsel prior

to contract signing to confirm all associated contracts.

- b) A random statistical sampling of contract documents, reviewed by the College's legal counsel, reveal that performance bonds with vendors the College does not have established relationships with, are on file in the College's Business Office.

This interpretation is reasonable because all labor agreements, and all contracts with vendors are reviewed by the College's legal counsel and are additionally reviewed and signed by the College President. Further, all union labor agreements are executed by the Board of Trustees. Finally, all performance bonds for \$100,000 projects and higher with vendors the College does not have established relationships with, include liability protections for the College, ensuring that work is performed of a nature and timeline consistent with the contract.

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Current practice requires that all contracts are reviewed by Legal Counsel prior to execution.
- b) Facilities/Plant bids for capital projects of \$100,000 or greater requiring Board approval include proposal guarantees (i.e., bid bonds) and contract security (i.e., performance and labor & material payment bonds), consistent with the College's purchasing policy.

6. Receive, process, or disburse funds under controls which are insufficient to meet audit standards or reasonably insufficient to detect and prevent fraud.

INTERPRETATION:

I am interpreting fraud protection, involving the receipt, process, or distribution of funds to be achieved when adequate crime (i.e., fraud) insurance is filed and current, as well as when both internal and external auditors confirm adequate internal controls are in place. I have further interpreted policy compliance to be demonstrated when:

- a) The external auditors do not find any deficiency in the internal controls process, as part of their annual audit; and
- b) Any deficiency noted in internal controls is corrected within 90 days.

This interpretation is reasonable because the use of internal and external third-party auditors to examine, evaluate, and recommend improvements and/or corrections to fraud protection practice is not only a higher education industry standard, but is also that

standard for non-profit organizations.

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Based on the results of the FY 2025 external audit, no material weaknesses or significant deficiencies in internal controls related to the receipt, processing, or disbursement of funds were identified. In addition, internal control remediation items previously identified through third-party review and validation by Plante Moran have been fully implemented by the Business Office, including: (1) monthly reviews of direct deposit changes, bank account changes, and vendor record changes; (2) implementation of an ERP system upgrade to prevent vendor record deletion for student vendors; and (3) completion of an approved vendor listing with an ongoing maintenance process established.
 - b) Cash controls remain in compliance.
- 7. Make any purchases that do not result in an appropriate level of quality, after- purchase service and value for the dollar expended, or do not provide opportunity for fair competition.**

I have interpreted this policy to be in compliance when, purchasing practices utilized within the College, are consistent with those of like-sized, industry comparable institutions, within the Michigan Community College Association (i.e., Group II, MCCBOA), as well as when items 7.1, 7.2, 7.3, and 7.4 (below) are fully in compliance.

This interpretation is reasonable because it ensures the attention to all items below, but also that the College purchasing processes are attendant to the structure of Michigan laws, but also that they are evaluated against peer community colleges in the MCCA Group II classification, and in combination with CFO peers in the Michigan Community College Business Officers Association).

7.1 Make any purchase wherein normally prudent protection has not been evaluated against conflict of interest.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All administrators annually submit documentation regarding the absence of conflict of interest, or noting occasions wherein an actual or apparent conflict may occur. Further, the College Board of Trustees declare any conflict of interest that may exist in their decision-making prior to the commencement of any board meeting, as provided on the College's Board agenda;
- b) The external auditor notes there is no conflict of interest in transactions in the past fiscal year among employees or Trustees; and
- c) Material conflicts are disclosed in the annual audited financial report.

This interpretation is reasonable because not only are there formal practices for noting any actual or apparent conflicts of interest, a third-party auditor annual reviews these practices and conducts annual sampling to determine if any violations of this process have occurred. Finally, regarding the Board of Trustees, such practices are consistent with the national fiduciary standard for Duty of Loyalty among board members.

EVIDENCE:

The College's HR Director confirmed the following on 05.06.26:

- a) Based upon a review of the required conflict of interest forms submitted by administrators, department chairs and the Board of Trustees, 94% of the individuals completed a conflict-of-interest declaration during this reporting period. Follow-up has been sent to the individuals that have not responded for their response. Documents in the Human Resources/Talent office track all Administrators and Department Chairs, ensuring that they have completed the annual conflict of interest form. All Trustees, during each Board Meeting, as noted in official meeting minutes, declare any potential conflict of interest with Board Agenda items.
- b) The annual audit report for 6/30/26 noted two disclosures of conflict of interest but did not rise to the level of a conflict of interest; and
- c) For the fiscal year 06.30.26 no conflicts of interest needed to be disclosed.

7.2 Make any purchase of over \$100,000 without having obtained comparative prices and quality from at least three competitive bids, unless considered a 'sole source' provider. Orders shall not be split to avoid these criteria.

INTERPRETATION:

I have interpreted compliance to be demonstrated when verification has occurred, for those College departments, which have the authority to initiate purchase order requisitions, have transmitted their request for approval through first, their Leadership Council Member, and then through the Business Office. I have further concluded that compliance will be demonstrated when items a, b., and c. (below) are also compliant:

- a) The College's legal counsel conducts a review of a statistically valid sample of purchase order requisitions for policy compliance and confirms that all orders approved by the College's CFO are compliant with the required bid documentation, or sole source provider documentation if the purchase price is greater than \$100,000;
- b) The College's external auditor annual conducts a statistical sampling of the processes of purchases for process compliance; and
- c) The administrative purchasing policy is consistent with Board Policy.

This interpretation is reasonable because the process validation is conducted by both internal and external auditors of the College, which is an industry standard approach.

EVIDENCE:

The College VP, Student Achievement & Financial Services confirmed the following on 05.04.26:

- a) Current practice requires Legal Counsel review of all contracts and high-dollar purchases subject to bidding thresholds to ensure compliance with competitive bid or sole-source documentation.
- b) Based on the results of the FY 2025 external audit, no material findings related to the College's purchasing or competitive bidding processes were identified.
- c) The administrative purchasing policy is consistent with Board Policy.

7.3 Make any purchase without a stringent method of assuring: 1) Long-term quality 2) Reasonable Cost; 3) Consideration of the financial support provided to the College by a bidder, and 4) Local vendor preference.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) All College departments ~~ea~~ and employees with purchasing authority are provided the criteria of this policy;
- b) All College Administrators annually receive, and annually review, the College's purchasing policy in the Administrative Committee Meeting annually; and
- c) The members of Leadership Council confirm the policy is being applied in their respective areas of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

EVIDENCE:

- a-c) On 05.04.26, the VP, Student Achievement & Financial Services confirmed that the College's administrative purchasing policy (Policy 1209), which includes criteria addressing long-term quality, reasonable cost, consideration of financial support provided to the College by bidders, and local vendor preference, is posted on the College intranet and accessible to employees with purchasing authority. The policy will be reviewed during the current year, with any updates communicated to employees through the Employee Newsletter. College administrators

and members of Executive Council are responsible for ensuring the policy is applied within their respective areas of responsibility.

7.4 Allow vendors to be without information critical to their receiving equitable consideration in competitive bidding.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) Purchasing departments and their employees with purchasing authority have been provided this policy, which is annually reviewed, to ensure that purchases at the College are consistent with this criterion; and
- b) The members of the College's Leadership Council confirm the policy is being followed in their respective area of responsibility.

This interpretation is reasonable because an annual review of the College's purchasing practices relative to vendors ensures familiarity with existing employees, as well as provides for the proper review of employees who are new to the organization.

EVIDENCE:

- a-b) On 05.04.26, the VP, Student Achievement & Financial Services confirmed that the College's administrative purchasing policy (Policy 1209), which establishes requirements to ensure vendors receive equitable consideration in competitive bidding, is posted on the College intranet and accessible to employees with purchasing authority. The policy will be reviewed during the current year, with any updates communicated to employees through the Employee Newsletter. In addition, members of the College's Executive Council are responsible for ensuring that the purchasing policy is consistently applied within their respective areas of responsibility.

8. Allow College intellectual assets, to be unprotected or exposed to loss or significant damage.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when all College logos, names and characters of proprietary nature have registered trademarks or copyrights.

This interpretation is reasonable because registration not only provides legal basis for protecting assets against improper or fraudulent use, but it is an industry standard relative to the protection of intellectual assets.

EVIDENCE:

On 05.01.26, the VP, Student Achievement & College Operations confirmed that the TCS2 logo is still owned by Jackson College.

9. Endanger the organization's public image, credibility, or its ability to accomplish Board Ends.

INTERPRETATION:

I have interpreted compliance with this policy statement will occur when, I have demonstrated sufficient breadth of operational policies, processes, and training frequency for employees regarding the protection of the College's reputation, as well as when items 9.1 through 9.5 (below) are fully compliant. This is the basis for protecting assets against improper or fraudulent use, but it is an industry standard relative to the protection of intellectual assets.

This interpretation is reasonable because policy and process development, deployment, and training are current industry standard for protection of the College's image and reputation.

9.1 Allow non-adherence to guidelines required for required institutional and secondary program accreditors.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Institutional (i.e., Regional) and Secondary accreditation agencies confirm that all required data and documentation has been provided by required submission dates; and
- b) The College institutionally, as well as those programs which are accredited by secondary accrediting agencies report that they are in good standing. No Jackson College programs with supplemental accreditation standing regarding accreditation status.

This interpretation is reasonable because both the College's regional accreditor, as well as is secondary program accreditors are external to the College and have defined practices for determining the quality of the College and its program offerings.

EVIDENCE:

- a-b) On 04.28.26 the Registrar confirmed the College has no show-cause orders, and no programs are currently flagged for concern. The financial review was recently submitted as accepted and approved for a monitoring report. CEP applications are pending, but that is a standard request, nothing punitive related.

9.2 Accept gifts or grants which obligate the College to make future expenditures other than those that are reasonably required by the gift or grant.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a. All grants considered by the College include agreements which detail the nature of the grant, any match requirement, period of time in which the College is required to expend funds, prior to acceptance. Grant applications requiring organizational matches by the College must be approved by the President before application submittal. Further, all match requirements for the grant must be provided within the annual budgets of the College.
- b. All donations/gifts to the College must be codified by a memorandum of understanding or agreement that outline the nature of the donation/gift, the use of said donation/gift, and define any additional contributions or considerations by the College, prior to acceptance. These MOU's and agreements are signed by the College president and Foundation executive

This interpretation is reasonable because it ensures that, prior to any pursuit of a grant or the rescript of any donation or gift, consideration has been given to obligations of the College and ensure the budgeting of same.

EVIDENCE:

- a-b) The College's VP, Student Achievement & College Foundation attested on 04.28.26 that policies related to gift acceptance and fundraising were reviewed and are in alignment with EL-05 Asset Protection interpretations.

9.3 Publicly position the College in support of, or opposition to, any known political organization or candidate for public office.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) Review of public sources leading up to election dates do not reveal or report instances of the College supporting or opposing political organizations or candidates for public office;
- b) All political organizations and candidates for public office are given equal opportunity to speak on campus;
- c) No signage supporting candidates appear on any college property; and
- d) No College employees promote candidates in the classroom, their offices, nor do faculty or other employees promote candidates in their backgrounds on video meetings, internal print or digital communications, on clothing, use of buttons, or other promotional materials, while on college property or when conducting college business.

This interpretation is reasonable because it is the law of the State of Michigan.

EVIDENCE:

The College VP, Student Achievement & College Operations confirmed the following on 05.01.26:

- a) The College did not host any political candidates on campus. No signed agreements (Facilities Rental or Request for Demonstration/Activity on Jackson College Grounds) are on file.
- b) The College did not approve any political candidates/events on campus, therefore no need for an opposing party present.
- c) The Marketing department approves campus signage, and no requests of this type were approved by the department.
- d) No complaints were reported as confirmed by the HR Director and would have been addressed if brought to the department's attention.

9.4 Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with those of the College.

INTERPRETATION:

I have interpreted that compliance with this policy will be demonstrated when:

- a) All Leadership Council members and the College President have confirmed that they have not engaged in, created any partnership agreement, or obligated the College in any way with any organization whose principles or practices are incompatible with those of the College, or that are unaligned with the College's mission, vision, values, and belief statements.
- b) If an incompatibility is discerned, the College President will make the final determination as to the cessation of the relationship with the offending party, understanding that the contractual and legal nature of the relationship, if present, must be adhered to, relative to contract cessation requirements.

This interpretation is reasonable because only the Leadership Council members and the President are allowed to enter into contractual relationships.

EVIDENCE:

- a-b) On 05.04.26 the College VP, Student Achievement & Financial Services confirmed that authority to enter collaborative relationships on behalf of the College is limited to the College President and administrators acting within delegated authority. Members of the Executive Council are responsible for ensuring such relationships within their areas are aligned with the College's mission, vision, values, and belief statements. The College President determines whether any identified incompatible relationship should be discontinued, subject to contractual and legal requirements.

9.5 Allow relationships with Owners and/or stakeholders to be inconsistent with the productive cooperation necessary to the achievement of Ends.

INTERPRETATION:

I have determined that compliance will be demonstrated when:

- a) A review of tracking software and/or consultation with student support offices confirm there is no outstanding, or unresolved issues with students with the College's Student Resolution Advocate or with the College's Judicial Committee;
- b) There are no unresolved or public relations matters that have not been addressed; and
- c) The College has a process to address other Owner/stakeholder concerns, including Freedom of Information Requests (FOIA), and that all are addressed within a reasonable period of time, even though a resolution may not be possible.

This interpretation is reasonable because such practices represent a common industry-based approach. Further, a record of such engagements is retained for validation in each of the aforementioned offices. Matters of resolving FOIA requests are defined by State law and are addressed by the College's Chief Operating Officer.

EVIDENCE:

The College's VP, Student Achievement & College Operations confirmed the following on 05.01.26:

- a) There were no outstanding issues aside from appeals requiring more documentation from the student and/or current semester grades to post.
- b) There are currently no outstanding negative public relations coverage/concerns.
- c) Each FOIA (i.e., Freedom of Information Act) request has been responded to within the timeframe established by State law.

10. Change the organization's name or substantially alter its identity in the community.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) On those occasions wherein a name is changed, it is noted by action of the Board of Trustees, as approved and recorded in the minutes;
- b) Proposed name changes are requested of and approved by the Higher Learning Commission;
- c) Proposed name changes are requested of and approved by the Michigan State

Department Education; and

- d) Any change in the name, image, and likeness, or positioning of the College identity, is supported by a Board motion approved and recorded in the minutes.

This interpretation is reasonable because it is a requirement of the aforementioned authorities to advance a name change.

EVIDENCE:

- a-d) The College VP, Student Achievement & College Operations confirmed on 05.01.26 that there has been no name change or identity alterations for this reporting period.

11. Create or purchase any subsidiary corporation.

INTERPRETATION:

I have interpreted that compliance will be demonstrated when:

- a) The establishment or purchase of any subsidiary corporation is documented on a College Board of Trustees agenda for consideration, and is subsequently placed in the minutes of the Board meeting at which it was approved; and
- b) The Board's auditor confirms that there has been no purchase or creation of a subsidiary corporation without prior approval by the Board of Trustees.

This interpretation is reasonable because the Board of Trustees has retained the authority of the decision for the purchase of a subsidiary corporation and all Board decisions must report a duly recorded motion and the vote to approve such a decision.

EVIDENCE:

- a-b) The College VP, Student Achievement & College Operations confirmed on 05.01.26 that there has been no purchase or creation of a subsidiary corporation during this reporting period.



BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 8, 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)
BOARD / CEO DELEGATION: BCD-04 Monitoring CEO Performance
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.3 CEO Monitoring Compliance & Policy Review Schedule Consideration *
Description: (Concise explanation of the issue, item, or proposal)
As discussed at the Board's Spring Planning Session (04.30.26), attached for the Board's consideration is a proposed cadence and frequency in which policies are reviewed and monitored for FY '27.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of the proposed cadence and frequency in which policies are reviewed and monitored for FY '27.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

FY 2027 BOARD POLICIES REVIEW AND MONITORING SCHEDULE

ENDS & EXECUTIVE LIMITATIONS POLICIES REVIEW AND MONITORING SCHEDULE

Number	Policy	Method	Frequency	Date
EN-01 (#1-3)	Board's ENDS	Internal Report	Annually	August 2026
EN-01 (#4)	Board's ENDS	Internal Report	Annually	September 2026
EN-01 (#5)	Board's ENDS	Internal Report	Annually	October 2026
EL-00	Global Executive Constraint	Internal Report	<u>Annually</u> <u>At least every 5 years</u>	August 2026 <u>2031</u>
EL-01	Treatment of Students	Internal Report	Annually	October 2026
EL-02	Treatment of Staff	Internal Report	Annually	October 2026
EL-03	Planning	Internal Report	Annually	June 2026
EL-04	Financial Conditions & Activities	Internal Report	Annually	November 2026
EL-05	Asset Protection	Internal Report	Annually	May 2027
EL-06	Investments	Internal Report	Annually	May 2027
EL-07	Compensation and Benefits	Internal Report	Annually	January 2027
EL-08	Communication & Support to the Board	Internal Report	Annually	November 2026
EL-09	Organizational Culture	Internal Report	<u>Annually</u> <u>Bi-annually</u>	January 2028 7
EL-10	Access to Education	Internal Report	Annually	February 2027
EL-11	Mission-Support & Entrepreneurial Activity	Internal Report	Annually	March 2027
EL-12	Land Use	Internal Report	<u>Bi-Annually</u>	April 2027 <u>2028</u>

GOVERNANCE PROCESS & BOARD-CEO DELEGATION POLICIES REVIEW SCHEDULE

Number	Policy	Method	Frequency	Date
Bylaws		Internal Review	<u>At least every 5 years</u> <u>Annually</u>	June 2026
GP-00	Global Governance Commitment	Internal Review	<u>Annually</u> <u>At least every 5 years</u>	March 2027 <u>2032</u>
GP-01	Governance Style	Internal Review	Annually	March 2027
GP-02	Board Job Contributions	Internal Review	Annually	April 2027
GP-03	Board Planning Cycle & Agenda Control	Internal Review	Annually	May 2027
GP-04	Role of the Board Chair	Internal Review	<u>Bi-Annually</u>	April 2027 <u>2028</u>
GP-05	Role of the Vice Chair	Internal Review	<u>Bi-Annually</u>	September 2026 <u>2027</u>
GP-08	Board & Committee Expenses	Internal Review	<u>Annually</u> <u>At least every 5 years</u>	September 2027 <u>2032</u>
GP-09	Board Code of Conduct	Internal Review	Annually	June 2027
GP-10	Investment in Policy Governance	Internal Review	Annually	April 2027
GP-11	Board Linkage with Ownership	Internal Review	Annually	February 2027
GP-12	Board Linkage with External Organizations	Internal Review	Annually	May 2027
GP-13	Special Rules of Order	Internal Review	Annually	January 2027
GP-14	Handling Operational Complaints	Internal Review	Annually	February 2027
GP-15	Handling Alleged Policy Violations	Internal Review	Annually	February 2027
BCD-00	Global Statement	Internal Review	<u>At least every 5 years</u> <u>Annually</u>	April 2027 <u>2032</u>
BCD-1	Unity of Control	Internal Review	<u>Bi-Annually</u>	September 2026 <u>2027</u>
BCD-2	Accountability of the CEO	Internal Review	Annually	January 2027
BCD-3	Delegation to the CEO	Internal Review	Annually	August 2026
BCD-04	Monitoring CEO Performance	Internal Review	Annually	August 2026
BCD-05	President & CEO Succession	Internal Review	Annually	May 2027
BCD-06	President Compensation	Internal Review	Annually	March 2027



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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 Special Audit History / Consideration
Description: (Concise explanation of the issue, item, or proposal)
<p>The Board will consider if they would like to conduct any special audit outside of the scope of audit described in the engagement letter and Professional Services Plan presented by the Board’s auditing firm Rehmann at the 05.11.26 Board meeting.</p> <p>Enclosed for reference is the Board’s Special Audit history.</p>
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consider if the Board would like to conduct a special audit.
Action Taken: (A record of action(s) taken is indicated in this meeting’s minutes.)

POTENTIAL EXTENDED PROCEDURES

JACKSON COLLEGE

		<u>Last Selected</u>
1.	System Testing --Testing of major systems throughout the year for compliance with the applicable procedures:	
	Cash receipts.....	1996
	Tuition	1991
	Cash disbursements	2003
	Payroll.....	1999
	Purchases	2000
	Travel.....	2004
2.	Potter Center --Review of procedures, controls and activities	1993
3.	Hillsdale Center --Review of procedures, controls and activities	1992
4.	Lenawee Center --Review of procedures, controls and activities	1992
5.	Student Loans, Deferred Tuition Program and Accounts Receivable --Monitoring of student loans and accounts receivable, collectability review and follow-up	1995
6.	Restricted and Endowment Fund Activity --Monitoring activity for compliance with applicable restrictions (JCC Foundation)	2007
7.	Gifts --Monitoring activity for compliance with the donor's restrictions (JCC Foundation)	2007
8.	Grants --Monitoring activity for compliance with grant restrictions and filing requirements	--
9.	Property Records --Review of detail records and physical examination	1994
10.	Property --Review of procedures and controls	--
11.	Budget Process --Review budgeting process and analyze the College's ability to make debt service payments	2009
12.	Athletic Program —Review of procedures, controls, and activities	2010

- | | | |
|-----|--|------|
| 13. | Dahlem Center – Review allocations of earnings and expenses, recalculated distributions, and tested the June 30, 2013 balance | 2013 |
| 14. | Travel Expenses – Review of policy and transactions | 2017 |
| 15. | Information Technology – Security procedures and controls | 2018 |
| 16. | Information Technology – Security procedures and controls | 2019 |
| 17. | Student Financial Aid - Eligibility testing on a selection of students receiving financial aid - <i>Testing not completed</i> | 2022 |

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: June 8, 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 8.2 College Feature: Medical Education & Training Campus Agreement – Sara Parker, Zandra Chard, & Patti Lawrence
Description: (Concise explanation of the issue, item, or proposal)
For this month's College Feature, the Board welcomes Sara Parker, Zandra Chard, & Patti Lawrence to share details about JC's recent agreement with METC (Medical Education & Training Campus).
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the College Feature and ask any questions of Sara Parker, Zandra Chard, & Patti Lawrence .
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: June 8, 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-02 Treatment of Employees
Subject: (Topic or focus for consideration)
8.0 Information Requested by the Board 8.3 Closed Session – Collective Bargaining Negotiations*
Description: (Concise explanation of the issue, item, or proposal)
As provided by Public Act 15.268, Section 8, Sub-section (c) for strategy and negotiation sessions connected with the negotiation of a collective bargaining agreement, I hereby request closed hearing at this time for the above purpose as it relates to the contract negotiations with the staff union.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Affirm the request and move to closed session.
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: June 8, 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 8.4 Next Board Meeting Topics
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside for the Board to affirm the agenda topics for the Board's next meeting (08.10.26 Regular Board meeting). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda. <ul style="list-style-type: none"> • Excellence Minutes: TBD • Policy Review: EL-05 Asset Protection • Policy Review: EL-06 Investments • Policy Review: BCD-03 Delegation to CEO • Policy Review: BCD-04 Monitoring CEO Performance • Evidence Review: EN-01 (#1-3) Board's ENDS • Interpretations Assessment: EL-12 Land Use • CEO Monitoring Compliance Schedule & Summary • Quarterly Financial Report • Administrative Personnel Practices Manual • College Feature: TBD • Next Board Meeting Topics
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: June 8, 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 05.11.26 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: 05/11/26 Regular Meeting

1. *Number of Responses: 4 of 4 attendees*
2. *Did our discussions and decisions at today's Board Meeting remain at the governance level and avoid operational interference?*

Survey responses:

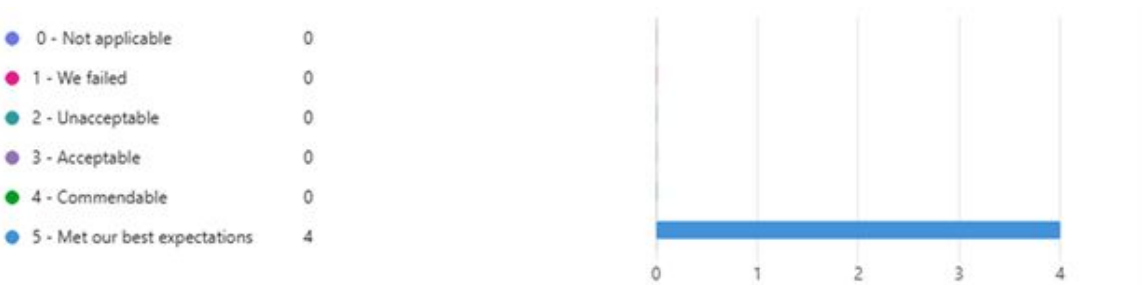


3. Comments:

- 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:



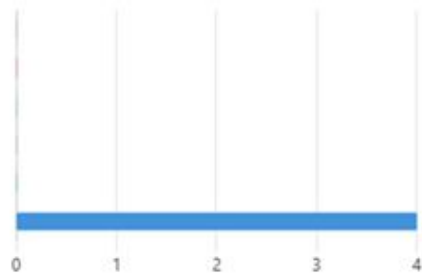
5. Comments:

- 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	4



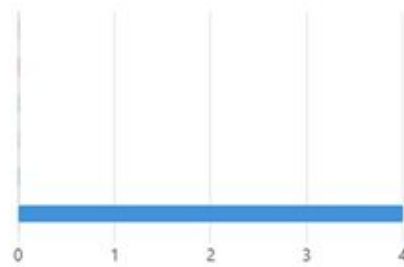
7. Comments:

- 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	4



9.

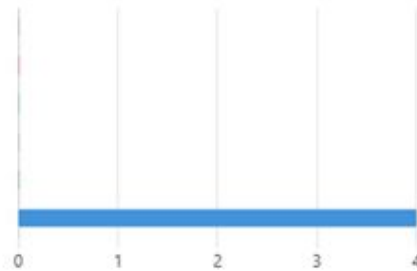
Comments:

- N/A

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

Survey responses:

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



10. Comments:

- N/A



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: June 8, 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: June 8, 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.)