

Jackson College Board of Trustees Meeting

Regular Meeting

May 12, 2025 06:30 PM



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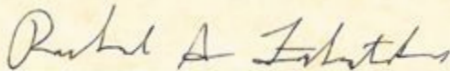
ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES
Member in Good Standing

Presented to

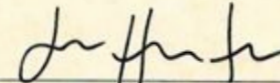
Jackson College

for

Service and dedication to the honorable mission of higher education in 2025



Richard Fukutaki,
Chair, ACCT Board of Directors



Jee Hang Lee,
President & CEO

ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES

Standards of Good Practice

In support of effective community college governance, the Board¹ believes:

- ◆ That it derives its authority from the community and that it must always act as an advocate on behalf of the entire community;
- ◆ That it must clearly define and articulate its role;
- ◆ That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its CEO;
- ◆ That it always strives to differentiate between external and internal processes in the exercise of its authority;
- ◆ That its trustee members should engage in a regular and ongoing process of in-service training and continuous improvement;
- ◆ That its trustee members come to each meeting prepared and ready to debate issues fully and openly;
- ◆ That its trustee members vote their conscience and support the decision or policy made;
- ◆ That its behavior, and that of its members, exemplify ethical behavior and conduct that is above reproach;
- ◆ That it endeavors to remain always accountable to the community;
- ◆ That it honestly debates the issues affecting its community and speaks with one voice once a decision or policy is made.

¹ The term "board" refers to a community college board of trustees or appropriate governing authority

MISSION DOCUMENTS

MISSION

Together we inspire and transform lives.

VISION

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

STATEMENT OF BELIEFS

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

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

MISSION DOCUMENTS

VALUES

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

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

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

Description:

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



Roberts Rule of Order for Small Assemblies

Board of Trustees
Jackson College, MI

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

I. General Principles:

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

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

II. Unique Components to Small Assemblies:

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

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

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

III. Amendments:

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

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

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

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

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

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

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

Description:

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

The Pledge:

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

2.0 Adoption of Minutes

2.1 Regular Board Meeting, Dated 04.21.25

BOARD POLICY: GOVERNANCE PROCESS: GP-01 Governing Style

Description:

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, Potter Center Boardroom

04.21.25

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 04.21.25, 6:30pm, at the Central Campus of Jackson College, Potter Center Boardroom.

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

Board Member Absence: None

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Sarah Case, John Globoker, Dr. Alytrice Brown, Greg Klaus

Chairwoman Sheila Patterson called the meeting to order at 6:30 PM Eastern Daylight Savings Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees meeting dated 03.17.25 and the Board Spring Planning Session dated 04.01.25 were reviewed by the Board and moved into the permanent record by Chairwoman Patterson, on behalf of the Trustees.

DECLARATION OF CONFLICT OF INTEREST

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

COMMUNICATIONS

PUBLIC COMMENTS:

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

Summary of Public Comments:

- Dr. Becky Roberts, professor of Communication, served on two panels at the Central States Communication Association Convention in Cincinnati. She presented on a panel titled "Widening the Scope," which won the Top Panel award for the community college division.

- Two senior Practical Nursing students developed and delivered educational presentations on topics such as Advance Directives, mental health, and suicide prevention to veterans at the Jackson VA. Their work was so well received that they were invited to present at the Ann Arbor VA and eight additional facilities and are now pursuing certification to expand their efforts.
- Mathematics professors Jamie Shepherd, Brian Gemalski, and Erik Brown secured a \$30,000 NSF grant through the Reconnect Mathematics Project. The grant will fund a 3-year effort to promote active learning, including a revamp of the Quantitative Reasoning course, with curriculum development this summer, training during the 25-26 Academic Year, and full implementation by Fall 2026.
- Dr. Mark Ott praised the College's strong community engagement, highlighting how faculty members are actively involved in Jackson and emphasizing the need for robust communication, transparency, and the integration of faculty voices.
- On the AI Strategy for Jackson College, Dr. Ott stressed the importance of thoughtful faculty input in implementing AI tools to support sound pedagogy, protect academic integrity, and respect intellectual property.

BOARD COMMENTS & CEO REPORT:

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

Vice Chairwoman Lake shared that she enjoyed the Potter Center's Journey tribute concert and the JC Theatre Department's production of Puffs, with adulations to Theatre Instructor Sara Anne Tomczak. She also enjoyed attending the MCCA Capitol Day, noting that JC students Kaylona Butler and Carson Wonders were very impressive. She also thanked JC IT staff for conducting a Microsoft 365 Copilot AI training, training they could potentially offer monthly.

CEO Phelan noted that JC provides the highest amount of professional development to faculty in the State – up to \$2000 to develop their craft. He described that Representative Nancy Jenkins-Arno invited the JC students at the MCCA Capital Day to join her on the floor for the legislative session.

CEO Phelan also offered and described his response to the Brooklyn Exponent's Back Page article, an article that in his view misrepresented JC's intent and actions in complying with federally mandated removal of certain DEI language and programming. CEO Phelan described in his response to the article that the decision was twofold: "To ensure compliance with Executive Orders issued by the President of the United States – an approach we've consistently followed regardless of administration, and to safeguard critical federal scholarship funding that enables approximately 65% of students to access higher education". He requested that in the future the author reach out to him or JC's marketing and communications team "for any background or context that could support a fair, balanced and accurate portrayal".

EXCELLENCE MINUTE – 04.14.25 HealthWise Breathe Easy Event:

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

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

Sarah Case also shared that Respiratory Care students and faculty participated in and won the Sputum Bowl, a national Jeopardy-style competition testing their respiratory care principles and practices.

Trustee Hoffman thanked Sarah Case and those involved with the HeathWise event, which he participated in and enjoyed.

OWNERSHIP LINKAGE

Meetings Schedule:

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

In light of recommendations for more community engagement last month, a more aggressive schedule for the Board's consideration was proposed:

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

Vice Chairwoman Lake described that 4 meetings a year had been executed and appreciated in the past. Trustee Heins suggested that the Board focus on 3 meetings this year, considering it is already April. The Board will coordinate with the JC Chief of Staff which 2-3 of them will participate in each in-depth meeting.

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: Policy Reviews:

Policies GP-02 Board Job Contributions, GP-04 Role of Board Chair, and BCD-00 Global Board-CEO Delegation Statement were offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for approval. These policies were considered once again.

Chairwoman Patterson, Trustee Heins, Trustee Thomas, and CEO Phelan recommended edits for the Board's consideration.

EXECUTIVE LIMITATIONS: Policy Reviews:

Policy EL-12 Land Use was offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for approval. This policy was considered once again.

Chairwoman Patterson, Trustee Heins, Trustee Thomas, and CEO Phelan recommended edits for the Board's consideration.

EXECUTIVE LIMITATIONS: Interpretations Assessment:

CEO Phelan's Interpretations for Policy EL-12 Land Use were offered for the Board's consideration at the 03.17.25 Board meeting; time ran out in that meeting for assessment. These interpretations were considered once again.

CEO Phelan recommended some changes to his interpretations since they were last assessed by the Board.

MOTION BY TRUSTEE HEINS TO APPROVE POLICIES GP-02 BOARD JOB CONTRIBUTIONS, GP-04 ROLE OF BOARD CHAIR, BCD-00 GLOBAL BOARD-CEO DELEGATION STATEMENT, AND EL-12 LAND USE AS AMENDED. ADDITIONALLY, HE MOTIONED THAT THE INTERPRETATIONS FOR POLICY EL-12 LAND USE DEMONSTRATE A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

BOARD PLANNING: JC Honors Ceremony – Presenter Consideration:

Trustee Heins will not be present at the JC Honors Ceremony, during which he was expected to present a Distinguished Service Award to John Crist. The Board considered who might present the award to John Crist at this event instead (not at Commencement, as Trustee Heins will be present for that, but at the JC Honors Ceremony). Vice Chairwoman Lake will do the honors.

EXECUTIVE LIMITATIONS: Board's 04.01.25 Spring Planning Session Follow-up:

CEO Phelan offered additional follow-up to inquiries posed at the Board's

04.01.25 Spring Planning Session. This included:

- Community engagement and partnership offerings, highlighting the CEO's Board affiliations and the JC Advisory Committee participants.
- Campus energy efficiency initiatives, highlighting that an Energy Audit will be done every 2-3 years going forward.
- A 10-year look back on Board-approved tuition increases.
- Human Resources matters: PACE Survey and Employee Resource Groups, presented by CHRO, John Randle.

Discussion ensued regarding best practices for sharing operational PACE Survey results with employees and the Board, results that have been historically summarized in Executive Limitations monitoring reports. Trustee Hoffman described adjusting Board policies or interpretations if the Board wants the CEO to provide PACE Survey results in a particular manner.

Discussion ensued regarding how best to seek community feedback. Examples included leveraging Ownership Linkage via in-depth interviews with Owners of JC (citizens of Jackson County) and a random sampling of community surveys.

Discussions ensued regarding pros and cons of Employee Resource Groups (ERGs) in a public institution under current federal mandates.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

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

MONITORING CEO PERFORMANCE: EL-12 Land Use – Evidence Review:

Prior to the meeting, CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-12 Land Use according to his previously approved interpretations.

The Board skipped this item on the agenda and will need to reconsider the monitoring report at the 06.12.25 Board meeting.

MONITORING BOARD PERFORMANCE

MONITORING BOARD PERFORMANCE: Board Survey Results Review:

Chairperson Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-00 Governance Commitment, GP-01 Governing Style, and BCD-06 CEO Compensation. These surveys were offered for consideration at the 03.17.25 Board meeting; time ran out at that meeting for review.

MONITORING BOARD PERFORMANCE: Consideration of New Board Performance Monitoring Methodology:

In response to Trustee Hoffman's request at the 02.17.25 Board meeting to reconsider the way the Board monitors their own compliance with Governance Process and Board CEO Delegation policies, CEO Phelan proposed a Policy Governance Self- Assessment tool for the Board's consideration. This assessment includes questions aligned with the principles of Policy Governance.

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

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

Trustee Hoffman described strong support for this method. By consensus of the Board, this will be offered going forward with some formatting edits.

INFORMATION REQUESTED BY THE BOARD

Federal Awards Audit:

CFO John Globoker and CSSO Dr. Alytrice Brown presented a Federal Awards Audit for the Board's consideration.

CFO Globoker described that there were no material findings. The audit was unmodified and provided 3 recommendations. CFO Globoker and CSSO Brown described the reconciliation measures taken toward all 3 recommendations.

College Feature: Auxiliary Services:

The Board welcomed Jackson College CFO John Globoker and Greg Klaus, Executive Director of Auxiliary Services, who shared a video representing a behind the scenes look at all the good work the Auxiliary Services department employees do for College. CFO Globoker thanked Joe Gebhardt, JC Public Relations Manager, who created the video and described the ways in which this video will be used to promote JC.

VC Lake described feedback she had received on how good the food is at JC. Trustee Thomas described how impressively clean the College is.

ACCT Leadership Congress Presentation Consideration:

The Board considered submitting a proposal to present at the 2025 ACCT Leadership Congress. They will not submit a proposal this year.

Next Board Meeting Topics – May 12, 2025:

Below are currently anticipated topics.

- Excellence Minute: TBD
- FY '26 Budget Proposal Approval
- FY '25 Q3 Financial Report

- State Accountability Report
- Policy Review: EL-03 Planning
- Policy Review: EL-05 Asset Protection
- Policy Review: EL-06 Investments
- Policy Review: EL-13 Use of Artificial Intelligences & Machin Learning
- Policy Review: BCD-05 CEO Succession
- Policy Review: GP-03 Board Planning Cycle & Agenda Control
- Policy Review: GP-09 Board Code of Conduct
- Policy Review: GP-12 Board Linkage with External Organizations
- Interpretations Review: EL-03 Planning
- Interpretations Review: EL-05 Asset Protection
- Interpretations Review: EL-06 Investments
- CEO Monitoring Compliance Schedule & Summary
- Board Performance Monitoring
- College Feature: Information Technology or Theatre Department

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. We are in the weeds too often.

MEETING CONTENT REVIEW

Trustee Hoffman described that the Board continues to learn and did well tonight.

Discussion of the 04.01.25 Spring Planning Session follow-up was appreciated by Chairwoman Patterson.

ADJOURN

MOTION BY TRUSTEE HOFFMAN “To adjourn.”

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

Meeting Adjourned at 8:08:pm ET.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

3.0 Declaration of Conflict of Interest*

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

Description:

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

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

A roll call vote is required for this item.

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications

4.1 Public Comments (limit of 5 minutes per person)

BOARD POLICY: BYLAWS

Description:

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

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

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

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

Requested Board Action:

Receive comments from persons wishing to address the Board.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications
 4.2 Board Comments & CEO Report

BOARD POLICY: BYLAWS

Description:

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

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

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

Resource Impact:

None

Requested Board Action:

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

Action Taken:

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



CHIEF EXECUTIVE OFFICER'S REPORT

05
12
25

DR. DANIEL J.
PHELAN

Mission: Together we inspire and transform lives...

NATIONAL UPDATES

CEO REPORT

President Trump's FY '26 "skinny budget" (which is particularly so) proposes a 23% reduction in non-defense discretionary spending, amounting to \$163B in cuts. This budget, coupled with a Republican-led budget reconciliation effort, significantly affects community colleges by targeting federal education and workforce development programs. I do not believe that we will see the full budget for another month or two.

At Present - Key Impacts on Community Colleges

- Federal Student Aid Programs:
 - The Federal Supplemental Educational Opportunity Grant (FSEOG), providing \$910M in aid to low-income students, is slated for elimination.
 - The Federal Work-Study (FWS) program faces an \$980 million cut, reducing its current \$1.2 billion funding, over \$200K for us.
- Department of Education (ED):
 - A proposed 15.3% budget reduction, from \$78B to \$67B, includes plans to consolidate and/or eliminate programs such as TRIO, GEAR UP, Adult Education, and Title III-A Strengthening Institutions.
 - The administration aims to dismantle the ED, transferring responsibilities to states.
- Workforce Development:
 - The Department of Labor's budget proposes a \$1.6B cut, introducing a "Make America Skilled Again" grant to replace existing workforce programs, potentially affecting community college training initiatives.
- Research and Support Agencies:
 - Significant funding reductions include a 56% cut to the National Science Foundation and an 18% cut to the Department of Agriculture, impacting research and support services vital to community colleges. I'm not yet sure of the impact to our NSF grants at this point.

At Present - Budget Reconciliation Efforts

The House Education & the Workforce Committee's (Congressman Walberg) budget reconciliation bill sought to cut \$330B in federal spending reductions, but ended up cutting \$351B, aligning with the administration's agenda. Notably, it proposes expanding Pell Grant eligibility to shorter-term, high-quality career and technical education programs, which could benefit community colleges, but changes FT and PT calculations, introduces risk-sharing penalties, etc.

LEGISLATIVE UPDATES

CEO REPORT

FY26 State Budget Recommendations Summary

Here is the summary of the Michigan Senate's FY '26 budget recommendations impacting our state's community colleges and compares them with the Governor's proposals. It highlights operational, programmatic, and policy implications to guide strategic planning and advocacy.

1. Community College Operations Funding

- Senate Recommendation: 3% ongoing increase over FY '25 base; FY '25 one-time dollars removed.
- Governor Recommendation: 4% ongoing increase.
- Implication: Senate proposal provides less growth, potentially limiting our capacity to cover rising costs, modernize services, or meet strategic goals. However, both proposals maintain the current funding formula and fully fund MPERS and Indian Tuition Waiver obligations, offering budgetary predictability.

2. Tuition Restraint

- FY '26 (Both Proposals): Cap at 4.5% or \$227.
- FY '27:
 - Senate: 3.5% or \$174.
 - Governor: 5% or \$248.
- Implication: Lower FY '27 cap from the Senate may restrict colleges' ability to offset state funding shortfalls or operational inflation, stressing budgets.

3. Best Practices Requirements

- Senate Proposal: Retains FY '25 best practices; adds two new ones:
 - Implementation of co-requisite models in gateway math and English.
 - Assessment for prior learning credit.
- Implication: Reinforces student success strategies but requires additional staff training, resource development, and administrative oversight.



LEGISLATIVE UPDATES



CEO REPORT

FY26 State Budget Recommendations Summary (*Continued*)

4. ITEMS Grants (Innovation Technology Equipment Modernization and Support)
 - Senate Proposal: \$11M total (3% of operations), one-time.
 - Each college receives minimum equivalent of a 1% operations increase.
 - Remaining \$7.3M goes to colleges without recent capital outlay authorizations.
 - Implication: Provides important but temporary support. Grants encourage modernization, but sustainability and long-term impact depend on local capacity to implement.
5. Michigan Achievement Scholarship / Community College Guarantee
 - Both Proposals: \$50M deposit into scholarship fund.
 - Marketing/Outreach:
 - Senate: \$5M for all scholarships.
 - Governor: \$10M for MAS/CCG specifically.
 - Senate Addition: Extends eligibility post-HS graduation from 15 to 24 months.
 - Implication: Broader eligibility supports more diverse student timelines. Less funding for promotion may reduce awareness and uptake, requiring colleges to fill the outreach gap.
6. Michigan Reconnect – Short-Term Training Program (STTP)
 - Senate Proposal: Adds \$2.5M.
 - Governor: No funding.
 - Implication: Aligns with workforce development goals and supports noncredit and certificate programs. Encourages alignment with employer needs.
7. FAFSA Completion Incentive
 - Senate Proposal: \$1M (one-time).
 - Governor: \$10M.
 - Implication: Reduced Senate funding may limit outreach effectiveness. Colleges may need to dedicate additional resources to boost FAFSA completion rates among underserved populations.

LEGISLATIVE UPDATES

CEO REPORT



FY26 State Budget Recommendations Summary (*Continued*)

On balance, these Senate's FY '26 recommendations reflect modest ongoing support and an increasing emphasis on accountability, innovation, and workforce readiness. However, limited increases in base funding, reduced outreach resources, and lower future tuition caps could strain our college budget, if kept to this design. I am in the process of working with our leadership groups to prepare contingency plans, enhance internal efficiencies, and invest in strategic communication to mitigate funding gaps and advance mission priorities, especially student persistence and completion.

We still have some distance to travel in process, but I am looking toward contingencies, just in case...

LEGISLATIVE UPDATES

CEO REPORT



Jackson, Mich. (WKHM) — A section of highway in Jackson County could soon honor a missing Tuskegee Airman. A bill in the Michigan House would rename part of U.S. 127 near the I-94 interchange in memory of 2nd Lieutenant Roosevelt Stiger, a decorated World War II pilot who grew up in Jackson.

State Representative Kathy Schmaltz, who introduced the bill, says it's a privilege to recognize Stiger's courage and sacrifice. She calls the tribute a meaningful way to honor a local hero who helped break barriers.

Stiger trained through the Tuskegee program and flew with the famed 99th Fighter Squadron. In 1944, his plane crashed into the Adriatic Sea during a mission. He was never recovered.

Schmaltz says the idea came from students at Jackson College's Heritage Center, who helped research and revive Stiger's story.

The bill, HB-4145, has passed committee and now heads to the full House.

LEGISLATIVE UPDATES

CEO REPORT

SAVE THE DATE

MICHIGAN COMMUNITY COLLEGE ASSOCIATION



Open Meetings Act Virtual Training

Friday, June 13 | 10:30am-12:00pm

Audience: All Trustees & Regents

Join us for an interactive Open Meetings Act (OMA) training to receive an overview of OMA, compliance and how OMA impacts board governance.



Virtual Lunch and Conversations

Tuesday, August 12 | 12-1:00pm

Audience: All Trustees & Regents

Enjoy your lunch while attending this virtual networking opportunity and meet with other trustees and regents.



Virtual Coffee and Conversations

Tuesday, October 7 | 9-10:00am

Audience: All Trustees & Regents

Grab your coffee and join us for a virtual "Coffee Chat" for casual conversation with other trustees and regents.



JACKSON COLLEGE UPDATES

CEO REPORT





JACKSON COLLEGE UPDATES

CEO REPORT

GOOGLE HAS CHOSEN JACKSON COLLEGE FOR AI PILOTS!
Work with Google will begin soon...

P
A
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R

Investing in the Michigan economy,
helping create economic growth and jobs

15+ years

in Michigan: Google has proudly called Michigan home for over 15 years with offices in Ann Arbor and Detroit.

\$17.5B

of economic activity: In 2024, Google helped provide \$17.5 billion of economic activity for tens of thousands of Michigan businesses, nonprofits, publishers, creators, and developers.

556,000+

Michigan businesses: More than 556,000 Michigan businesses used Google's tools at no cost to receive phone calls, bookings, reviews, requests for directions, or other direct connections to their customers.

13,000+

small businesses trained by a Michigan Coach: Grow with Google Coaches are local experts who help small businesses grow. Our Michigan Coach offers live training and hands-on coaching – at no cost – to small businesses.



Headshots by Scott Lawrence, Troy, Michigan. Scott Lawrence started his namesake company, Headshots by Scott Lawrence, to take terrific headshots of lawyers, veterinarians, and other professionals. His short YouTube videos on preparing for a headshot have earned him 6,200 subscribers.

Products:

Google Ads, YouTube, Gemini, NotebookLM

"I don't think it's an exaggeration to say that Google products are one of the main contributors to my growth over the last four or five years."

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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

4.0 Communications

4.3 Excellence Minute: JC Honors Leadership

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

Description:

The Board will welcome Dr. Kristin Stockbridge, Professor/Program Director to share the Jackson College Honors Leadership program. Starting fall '25, the Jackson College Honors Leadership will equip high-achieving students with essential supervisory skills through hands-on experience and dedicated classes.

To qualify students must have taken 12 JC credits and maintain a 3.5 GPA. Students will build a professional portfolio showcasing real leadership capabilities while making meaningful contributions to our community through service-based projects.

Requested Board Action:

Receive the community offering highlight and ask any questions.

Action Taken:

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



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025

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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

5.0 Ownership Linkage

5.1 Ownership Linkage Update

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

Executive Summary:

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

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

- 4 In-depth Interviews / Year
- Ask: Group selects their top 3 of a list of 10 strategies that the College could execute. Proposed interviewees:
 - Blackman Township (At the Township, potentially 06.16.25, TBD)
 - Hospital Board (On campus – 08.20.25)
 - Accelerate Jackson (On Campus this Fall, TBC)

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

Requested Board Action:

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

Action Taken:

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.1 GP-03 Board Planning Cycle & Agenda Control – Policy Review*

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

Description:

Enclosed for its regularly scheduled review is policy GP-03. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-03 Board Planning Cycle & Agenda Control.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Planning Cycle and Agenda Control

Policy Number: GP 03

Date Adopted: 06.08.20

Version: 3.0

Date Last Reviewed: 04.15.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Hoffman,
Trustee Mackey

GOVERNANCE PROCESS STATEMENT:

To accomplish its job products with a Policy Governance style consistent with Jackson College Board of Trustee's policies, the Board will develop and follow a multi-year cycle that includes all elements of the Board's work. The Board of Trustees shall:

1. Maintain control of its own agenda by developing an annual schedule.
 - 1.1. Review ENDS policy(ies) in a timely fashion which allows the CEO to build an institutional budget based on accomplishing a one-year segment of the Board's most recent statement of long-term ENDS.
 - 1.2. Maintain a linkage with the Ownership to gain a representative mix of Owner values, perceptions and expectations, prior to the above review.
 - 1.3. Engage in regular education and professional development related to Policy Governance, as well as the development and revision of ENDS. The Board will consider including environmental scanning, review of professional articles and publications, conference attendance, participation in presentations by thought leaders or experts, and activities which develop strategic foresight.
 - 1.4. Consider risk assessment, including the probability of risks, and the relative impact of particular risks, as background context for policy review.
 - 1.5. Conduct a review of selected Executive Limitations, Governance Process and Board – CEO Delegation policies, consistent with an annual schedule that includes all Board policies.

- 1.6. Conduct a self-evaluation of the Board's own compliance with selected Governance Process and Board – CEO Delegation policies, consistent with the schedule in the policy *Investment in Governance* such an evaluation will constitute the Board's MEANS and governance performance monitoring.
- 1.7. Ensure the documentation of monitoring compliance by the CEO with Executive Limitations and ENDS policies. Monitoring reports will be read in advance of the Board meeting, and discussion will occur only if Board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
- 1.8. Attend two planning sessions annually, one held no later than November, the second held no later than May.
- 1.9. Ensure that no later than June, the College's tuition, fee-setting, and the levy and collection of taxes is presented in an annual budget for approval by the Board.
2. Based on the outline of the annual schedule, the Board delegates to the Board Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened by the Chair. Screening questions shall include:
 - Clarification as to whether the issue clearly belongs to the Board or the CEO.
 - Identification of what category an issue relates to ENDS, Executive Limitations, Governance Process, Board-President Delegation.
 - Review of what the Board has already said in this category (i.e., via policy review), and how the current issue is related.
3. Throughout the year, the Board will work to limit the number of, and attend to Required Approvals Agenda items, as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda. Deliberation, if any, will only be in regard to whether or not the CEO's decision complies with relevant Board policies.
4. The Board shall cause to have developed a Board Calendar/Work Plan. Said document shall:
 - Identify strategic topics for Board discussion which relate to Board Policy outcomes, particularly ENDS, as well as, effectiveness measures, and other considerations which strengthen the College's strategic direction;
 - Ensure compliance with College Board Policies which require monitoring reports to, and/or action, by the Jackson College Board of Trustees; and
 - Schedule discussion topics in a sequence leading to the College's strategic direction, Ownership-Linkage priorities, budget adoption, and achievement of the Board's ENDS.

5. To accomplish its job outputs with a Policy Governance style consistent with Board policies, the Board will follow an annual agenda which (a) contemplates a re-exploration of ENDS, and Board Policies annually; and (b) continually improves its performance through attention to Board education and to enriched input and deliberation. To that end:
1. The Board's planning and calendar cycle will conclude each year on the last day of June of each year in order that administrative budgeting can be based on accomplishing a one-year segment of the most recent Board long-range vision. Long-range planning will be addressed annually on a fiscal year basis. At its Spring Planning Session, the Board will develop its agenda for the ensuing one-year (i.e., fiscal year) period;
 2. Education, input, and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the new fiscal year. To the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent board deliberation and decision-making.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.10.23	2.0	"Careholdership" replaced "Ownership" throughout the document.	CEO
4.15.24	3.0	Omission of schedules, omission of a Summer Retreat, and clarifying statements added.	CGO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference: <i>ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?</i>	
6.0	Items for Decision 6.1 Governance Process 6.1.2 GP-09 Board Code of Conduct – Policy Review* <u>BOARD POLICY:</u> GOVERNANCE PROCESS: GP-09 Board Code of Conduct
Description:	
Enclosed for its regularly scheduled review is policy GP-09. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.	
Resource Impact:	
None	
Requested Board Action:	
Consideration of policy GP-09 Board Code of Conduct.	
Action Taken:	



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: 5.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
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 employee operations.
 - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the 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, 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.
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.

Date Of Change	Version	Description of Change	Reviewing Trustees
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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.3 GP-12 Board Linkage with External Organizations – Policy Review*

BOARD POLICY: GOVERNANCE PROCESS: GP-12 Board Linkage with
 External Organizations

Description:

Enclosed for its regularly scheduled review is policy GP-12. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.

Resource Impact:

None

Requested Board Action:

Consideration of policy GP-12 Board Linkage with External Organizations.

Action Taken:



Governance Process	ENDs
Board – CEO Delegation	Executive Limitations

JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Board Linkage with External Organizations

Policy Number: GP 12

Date Adopted: 06.08.20

Version: 2.0

Date Last Reviewed: 04.15.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Hoffman,
Trustee Mackey

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees shall identify other organizations, with which it requires good working relationships, in order to share and enhance its role as Owner representative in determining the most appropriate ENDS.

1. The Board shall establish mechanisms for maintaining open communication with federal, state, local governing bodies, as well as other public and private entities regarding ENDS. Such mechanisms may include, but are not limited to:
 - Inviting representatives of those organizations to Jackson College Board meetings;
 - Meeting jointly with other Boards on occasion;
 - Engagement in Board Planning Sessions; and
 - Written and/or virtual communications.
2. For organizational memberships relevant to Policy Governance, the Board shall consider the merits of membership in other organizations annually.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
04.15.24	2.0	Additions: Engagement in Board Planning Sessions; written and/or virtual communications.	CGO

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: May 12, 2025



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

Subject to be Discussed and Policy Reference:

ARE WE STAYING IN OUR POLICY GOVERNANCE LANE?

6.0 Items for Decision

6.1 Governance Process

6.1.4 BCD-05 President & CEO Succession – Policy Review*

BOARD POLICY: BOARD/CEO DELEGATION: BCD-05 President & CEO Succession

Description:

Enclosed for its regularly scheduled review is policy BCD-05. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and I are not recommending any changes at this time.

Resource Impact:

None

Requested Board Action:

Consideration of policy BCD-05 President & CEO Succession.

Action Taken:



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: BOARD-CEO DELEGATION

Policy Title: President & CEO Succession

Policy Number: BCD 05

Date Adopted: 05.11.20

Version: 2.0

Date Last Reviewed: 04.15.24

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairperson Patterson,
Trustee Hoffman,
Trustee Mackey

BOARD-CEO DELEGATION STATEMENT:

In its role of assuring organizational performance and continuity, the Board shall take action upon the extended absence of the President & CEO to ensure continuity of leadership and operations of the College and, when necessary, an orderly transition in President & CEO succession.

For purposes of this policy statement, the Board's appointment of an 'Acting President & CEO' is a temporary assignment wherein an existing College employee is temporarily relieved of their current job duties and assumes the responsibilities of the President & CEO, typically due to the President & CEO's short-term absence. The 'Acting' individual in this role is responsible for maintaining the continuity of academic and administrative functions. This role generally persists for a brief duration, ranging from a few weeks to several months, after which the Acting employee is permitted to return to their original role.

By contrast, an 'Interim President & CEO' refers to a temporary but often longer-term appointment where an individual (either an internal employee, an external consultant, or other hire) fills the President & CEO's administrative and academic role, during a defined period of transition. This occurs typically after the current President & CEO has vacated the position and before a permanent replacement is found. Unlike acting roles, the interim position involves full and complete authority and responsibilities of the role under Policy Governance, including strategic decision-making and College leadership. The tenure of an interim appointment can range from several months to over a year, depending on the College's needs and the time taken to find a permanent successor.

Short- and Long-Term Absences

1. The Board considers a short-term absence to be one which is longer than one month and less than six months in which it is expected that the President & CEO will return to their position once the events that precipitated the absence are resolved. Any absence longer than six months is considered to be a long-term absence.
2. Should an absence of the President & CEO arise, the Board will meet as soon as feasible at a special or regular meeting. The Board will review the President & CEO's most recent reasonable interpretation for Executive Limitation EL-3 #9.2 and consider the President & CEO's recommendation for selection of an executive staff to assume Acting President duties. The Acting President will have a full suspension of their normal duties during this temporary period and will be returned to normal duties upon the conclusion of the Acting period.
 - 2.1. If any of the executive staff, designated by the President & CEO, is unable or unwilling to serve as the Acting President & CEO, the Board may engage a different executive staff member.
3. The Board will appoint an Acting President & CEO.
4. The Acting President & CEO will have direct accountability to the Board of Trustees and provided with those additional and temporary requirements for communication, decision-making authority, and operations as deemed by the Board.
 - 4.1. Specifically, the Board will determine if it wishes to amend its Executive Limitations policy regarding areas of significant organizational risk and/or increase the frequency of performance monitoring for any policy or any part of any policy for the period of the absence.
5. In addition to monitoring Acting President & CEO performance through the normal cycle of monitoring reports, as well as other formative requirements, the Board may provide a summative performance assessment of the Acting President & CEO at agreed upon intervals.
6. The Board will determine compensation for the Acting appointment and establish a temporary contract to that end.
7. Immediately upon the appointment of the Acting President & CEO taking effect, the Board Chair will notice staff, Trustees, the Foundation Board, the Jackson Preparatory and Early College Board, key civic and organizational leaders, as well as Jackson College employees of the President & CEO's absence and the temporary delegation of authority.
8. In the event that the President & CEO's absence is determined by the Board to be longer and cannot reasonably be expected to be undertaken by an Acting President & CEO, the Board may choose to return the Acting President & CEO to their normal duties upon the election and appointment of an Interim CEO.

8.1. The Interim President & CEO will possess the same authority and accountability as the President & CEO, being held to the same Policy Governance standards and accountabilities as the President & CEO who is on leave of college duties.

8.2. The Interim President & CEO will continue in the role until such time as the President & CEO who is on leave either returns from said leave or notifies the Board of Trustees of a request for permanent leave, as outlined in the Return from Absence section of this policy (below):

Return from Absence

9. The Board and the President & CEO shall mutually decide upon the schedule for return to the position.

9.1. A reduced schedule for a set period of time is allowed with a commitment of working towards full-time schedule.

10. In the event that either the short-term or long-term absence entails a medical or other event rendering performance in the position untenable by the President & CEO, the Board shall determine the anticipated return to service and/or the inability to do so and the period of time that it is prudent to continue with the interim appointment.

11. In the event that the President & CEO notifies the Board that the absence will be permanent, the Board Chair, with input and direction from Trustees, will develop a plan for recruitment and selection.

11.1. Service as Acting or Interim President & CEO shall not preclude said person from being considered by the Board for permanent appointment as College President & CEO.

12. Regardless of the process used, only the Board as a whole will approve the person to be appointed as the next permanent President & CEO.

Date Of Change	Version	Description of Change	Responsible Party
05.11.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
04.10.23	1.0	Regular Review – Approved	CEO
04.15.24	2.0	Regular Review – definitions and terms of acting and interim CEO added.	CGO