

Jackson College Board of Trustees Meeting

Regular Meeting

September 08, 2025 06:30 PM



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(*) Indicates a roll-call item

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: September 8, 2025



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

Report Category:
☐ Decision Request ☒ 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)
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 "<i>does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act,</i>"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: (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: September 8, 2025

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-13 Special Rules of Order</u> <u>BOARD BY-LAWS</u>
Subject: (Topic or focus for consideration)
1.0 Call to Order & Pledge of Allegiance of the United States
Description: (Concise explanation of the issue, item, or proposal)
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: (As applicable)
None
Requested Board Action: (If any)
Come to order, stand, and recite the Pledge of Allegiance to the United States.
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: September 8, 2025

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

Report Category:
☒ Decision Request ☐ 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)
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. 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: (As applicable)
None
Requested Board Action: (If any)
Roll Call Consideration of any actual or perceived conflict of interest with agenda items.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025

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

Report Category:

☐ Decision Request ☒ 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)

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: (If any)

Receive comments from people wishing to address the Board.

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

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025



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

Report Category:

☐ Decision Request ☒ 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 Report

Description: (Concise explanation of the issue, item, or proposal)

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: (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.)



CHIEF EXECUTIVE OFFICER'S REPORT

09
08
25

DR. DANIEL J.
PHELAN

Mission: Together we inspire and transform lives...



NATIONAL UPDATES

CEO REPORT

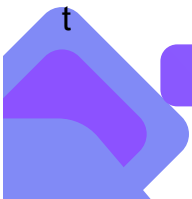


Government Shutdown Threatens Higher Education - With the 10.01.25 fiscal year deadline approaching, the risk of a government shutdown is unusually high, in my view. None of the 12 spending bills have been finalized, raising uncertainty for student aid and our college operations. This year's impasse is shaped not only by partisan divides, but also by internal Republican disagreements, lingering Senate leverage, and the President's decision to cancel billions in previously approved funding (I'm still waiting for a report on implications for us).

The House Appropriations Labor-HHS-Education bill would cut the Department of Education's budget by 15% to \$67B, eliminating SEOG, sharply reducing Federal Work-Study, and cutting teacher preparation programs and the Office for Civil Rights. At the same time, the bill preserves the Pell Grant maximum at \$7,395, protects TRIO and GEAR UP, and reduces NIH funding by \$456 million, which is far less than the administration's proposed \$20 billion cut.

The Senate bill, passed before the August recess, charts a different course: maintaining ED funding at \$79B, protecting SEOG, FWS, TRIO, and GEAR UP, sustaining the Office for Civil Rights, and increasing NIH's budget by \$400M. With less than a month before federal funding expires, short-term extensions (continuing resolutions) are under debate, but divisions remain.

The President's proposed budget requirements include elements which are in opposition to these aforementioned components, most notably including the elimination of TRIO. There is a lot more work to be done here. I head out to Washington in two weeks to engage in further lobbying on behalf of Jackson College and the American Association of Community Colleges. To that end, I have invited Congressman Wahlberg to meet with our AACC team...





CONGRESSIONAL & LEGISLATIVE UPDATES



CEO REPORT

OBBBA - The recently enacted *One Big Beautiful Bill* (OBBB) introduces sweeping changes to student aid and institutional accountability, yet its rushed implementation threatens disruption for students and campuses. National higher education associations, including ACCT and AACC, have urged the Department of Education to delay implementation until 2027 to allow adequate preparation. For our trustees, this highlights the Board's ENDS responsibility to ensure students have clear, reliable access to aid and support, while holding me accountable for reasonable interpretations and operational plans that protect learners and the institution during this transition...

Voter Fraud - The Department of Education has issued new guidance restricting the use of Federal Work-Study funds, prohibiting payment for student jobs connected to political activity such as voter registration or poll work. The guidance also narrows colleges' voter registration responsibilities, requiring notices on voting fraud but not distribution of forms to students presumed ineligible. For trustees, this underscores the board's ENDS responsibility to ensure students have meaningful civic engagement opportunities while holding me accountable for interpreting and applying federal rules in ways that both comply with law and preserve the college's commitment to democratic participation.



JACKSON COLLEGE UPDATES

CEO REPORT



We are proud to be one of 55 colleges selected to join the ASPEN expanded Unlocking Opportunity network!

Over the next three years, we'll work with Aspen and peer institutions to strengthen programs and advising that lead to degrees, good jobs, and transfer opportunities for our students.

This partnership allows us to adopt proven reforms aligned with regional workforce needs and share best practices with other colleges nationwide.

Learn more about the Unlocking Opportunity network:

<https://highered.aspeninstitute.org/programs/unlocking-opportunity>





JACKSON COLLEGE UPDATES

CEO REPORT



Introducing the [Executive Council](#):

As I highlighted throughout the Fall 2025 Convocation, the term "leader" is held by all of us here at Jackson College – it's part of what it means to 'walk forward, together'.

To that literal effect, the "Leadership Council" will now bear the name of "Executive Council". Additionally, the new Executive Council (EC) has an updated charter which absorbs those members of the former President's Leadership Council, President's Cabinet, and the Critical Incident Team into one unified whole.

This consolidation of charters and members seeks to contribute to improved transparency in communication, continuity of those communications and actions, and to eliminate redundancies.





JACKSON COLLEGE UPDATES

CEO REPORT

Medical Simulation Center

Ribbon
Cutting
10.13.25



JACKSON COLLEGE UPDATES

CEO REPORT

Challenge Day at Jackson College November 3-6, 2025



We are pleased to share that 12 middle schools are participating, with nearly 800 students registered.

We must meet the requirement of one adult for every four students, which means we will need about 200 volunteers this year.

In addition, if anyone would like to help offset costs, the sponsorship is \$60 per student and the information is on the website:

<https://jacksonmiddleschoolchallenge.org/>

With supervisor permission, JC employees may spend a day assisting as part of JC's Community Service.



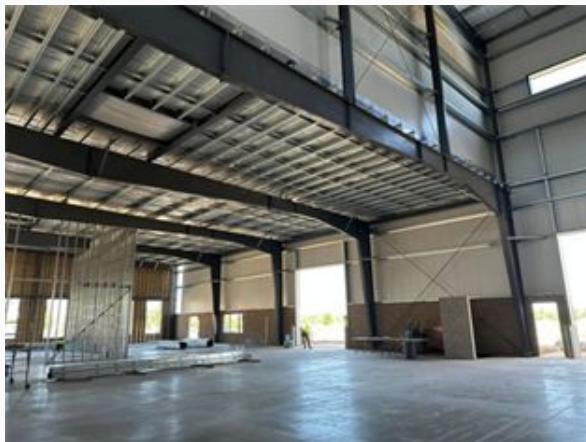


JACKSON COLLEGE UPDATES

CEO REPORT



Applied
Technology
Center



Ribbon Cutting
01.12.26





BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025

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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</u>
Subject: (Topic or focus for consideration)
3.0 Communications 3.3 Excellence Minute: Alumna – Niki Meyers
Description: (Concise explanation of the issue, item, or proposal)
Recent Jackson College graduate, Niki Meyers, with 3 associate degrees and 2 certificates, will share her inspired journey at Jackson College that started the Winter of 2021.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the community offering 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: September 8, 2025

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-11 Board Linkage with Ownership</u>
Subject: (Topic or focus for consideration)
4.0 Ownership Linkage 4.1 Ownership Linkage Update
Description: (Concise explanation of the issue, item, or proposal)
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. Ownership Linkage Meetings Status: ○ Accelerate Jackson (10.13.25, 2:30-4pm, Central Campus) ○ Hospital Board (TBC for November 2025) I kindly request that the Board determine which Trustees will participate and which will facilitate each OL opportunity.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Determine which Trustees will participate and which will facilitate each OL opportunity.
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: September 8, 2025



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

Report Category:

☒ Decision Request ☐ Information Only

Board Role Alignment: (Relevant Board Policy Quadrant and Number)

[GOVERNANCE PROCESS: GP-01 Governing Style](#)
[EXECUTIVE LIMITATION: EL-01 Treatment of Learners](#)
[EXECUTIVE LIMITATION: EL-02 Treatment of Staff](#)
[BOARD / CEO DELEGATION: BCD-01 Unity of Control](#)
[GOVERNANCE PROCESS: GP-05 Role of Vice Chair](#)
[GOVERNANCE PROCESS: GP-08 Board & Committee Expenses](#)
[BYLAWS](#)

Subject: (Topic or focus for consideration)

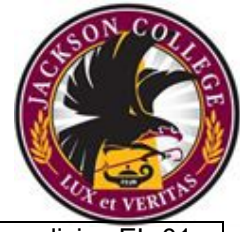
- 5.0 Consent / Required Approval Agenda
 - 5.1 Adoption of Minutes
 - [5.1.1 Regular Board Meeting, Dated 08.11.25*](#)
 - 5.2 Executive Limitations
 - 5.2.1 EL-01 Treatment of Learners – Policy Review *
 - 5.2.2 EL-02 Treatment of Staff – Policy Review *
 - 5.2.3 EL-01 Treatment of Learners – Interpretations Assessment *
 - 5.2.4 EL-02 Treatment of Staff – Interpretations Assessment *
 - 5.3 Board / CEO Delegation
 - 5.3.1 [BCD-01 Unity of Control – Policy Review *](#)
 - 5.4 Governance Process
 - 5.4.1 [GP-05 Role of Vice Chair – Policy Review *](#)
 - 5.4.2 [GP-08 Board & Committee Expenses – Policy Review *](#)
 - 5.5 Special License Application – JC Annual Reverse Raffle & Sportsman Banquet

Description: (Concise explanation of the issue, item, or proposal)

Linked 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.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: September 8, 2025



Pre-review Trustees and I have recommended changes to Executive Limitation policies EL-01 and EL-02 (attached version with tracked changes and another with changes incorporated) in accordance with the [State Attorney General's 07.29.25 memo](#).

Also attached (a version with tracked changes and another with changes incorporated) are my interpretations for EL-01 and EL-02 for your consideration, unchanged from the previous year.

Linked for their regular reviews are Board / CEO Delegation policy BCD-01 and Governance Process policies GP-05 and GP-08. Pre-review Trustees of these policies (Chairwoman Patterson, Trustee Hoffman and Trustee Mackey) and I do not recommend any changes to these policies at this time.

Lastly for the Board's consideration is the special license application for the JC Annual Reverse Raffle on 11.08.25 and Sportsman Banquet on 02.14.26.

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 08.11.25, Executive Limitations policies EL-01 and EL-02 as amended, Board / CEO Delegation policy BCD-01, Governance Process policies GP-05 and GP-08, and assessing my interpretations of EL-01 and EL-02 as demonstrating reasonable interpretations.

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



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Hoffman, &
Trustee Mackey

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, ~~inequitable~~ not merit-based, disrespectful, or unnecessarily intrusive.

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

- ~~1. Define “equity” as anything other than equal opportunity based on individual merit.~~
- ~~2.1.~~ 2.1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - ~~2.1.1.1.~~ 2.1.1.1. Allow learners to be without ~~current, enforced~~ policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
- ~~3. Deliver programs in a manner that is insensitive to learners’ culture.~~
 - ~~3.1.1.2.~~ 3.1.1.2. Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.
- ~~2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.~~
- ~~2. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.~~

~~2.1. Use forms or procedures that elicit information for which there is no clear necessity.~~

~~2.2.2.1. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.~~

3. Permit student services, admission, registration, evaluation, or recognition processes or policies that ~~treat learners inequitably~~ are not merit-based.
4. Permit non-merit-based ~~inequitable~~, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.
 - 4.1. Retaliate against any learner for non-disruptive expression of dissent.
5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.

~~5.1. Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its expectations and contingencies.~~
6. Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO
9.9.24	3.0	Regular Review – regrouping and consolidation of policy items 5 and 7.	CGO
3.17.25	4.0	Federally mandated compliance amendments.	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners

Policy Number: EL 01

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Hoffman, &
Trustee Mackey

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, not merit-based, disrespectful, or unnecessarily intrusive.

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

1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.
 - 1.1. Allow learners to be without policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.
 - 1.2. Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.
2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.
3. Permit student services, admission, registration, evaluation, or recognition processes or policies that are not merit-based.
4. Permit non-merit-based, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.
 - 4.1. Retaliate against any learner for non-disruptive expression of dissent.

5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.
6. Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO
9.9.24	3.0	Regular Review – regrouping and consolidation of policy items 5 and 7.	CGO
3.17.25	4.0	Federally mandated compliance amendments.	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of StaffEmployees

Policy Number: EL 02

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Hoffman,
Trustee Mackey

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is non-merit-based inequitable, disrespectful, unsafe, disorganized, or otherwise interferes with College staffemployees's abilities to do their jobs.

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

- ~~1. Define "equity" as anything other than equal opportunity based on individual merit.~~
- ~~2.1. Allow staffemployees to be without current, enforced, written human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.~~
 - ~~2.1.1.1. Permit staffemployees to be without adequate protection from harassment and bias.~~
 - ~~2.2.1.2. Permit staffemployees to be uninformed of the performance standards by which they will be assessed.~~
 - ~~2.3.1.3. Permit staffemployees to be without a means by which to file a grievance / complaint independent of the College.~~
- ~~3.2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staffemployees and faculty labor unions or union labor agreements.~~
- ~~4.3. Retaliate against any staffemployees member for non-disruptive expression of dissent as described within College policy.~~

5.4. Permit ~~staff~~employees to be without reasonable opportunity for professional growth and development.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed Regular Review – amendments throughout – addition of 1.3	CGO
9.9.24	3.0	Regular Review – minor reference to College policy addition in item 3.	CGO
3.17.25	4.0	Federally mandated compliance amendments	CGO



JACKSON COLLEGE BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Employees

Policy Number: EL 02

Date Adopted: 11.11.19

Version: 4.0

Date Last Reviewed: 03.17.25

Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Hoffman,
Trustee Mackey

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow a workplace environment that is non-merit-based, disrespectful, unsafe, disorganized, or otherwise interferes with College employees' abilities to do their jobs.

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

1. Allow employees to be without human resource policies.
 - 1.1. Permit employees to be without adequate protection from harassment and bias.
 - 1.2. Permit employees to be uninformed of the performance standards by which they will be assessed.
 - 1.3. Permit employees to be without a means by which to file a grievance / complaint independent of the College.
2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.
3. Retaliate against any employee for non-disruptive expression of dissent as described within College policy.
4. Permit employees to be without reasonable opportunity for professional growth and development.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed Regular Review – amendments throughout – addition of 1.3	CGO
9.9.24	3.0	Regular Review – minor reference to College policy addition in item 3.	CGO
3.17.25	4.0	Federally mandated compliance amendments	CGO



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 09.08.25

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

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, ~~inequitable~~**not merit-based**, disrespectful, or unnecessarily intrusive.

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

~~1. Define “equity” as anything other than equal opportunity based on individual merit.~~

~~2.1.~~ **Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) ~~All There are~~ operational policies, procedures, and training programs are in place to protect learners from any conditions that might threaten their health, safety or well-being, ~~all of which are accessible on the College’s web page, which are reviewed every two years to ensure relevancy and currency.~~
- b) All chemicals requiring Safety Data Sheets (SDS) are maintained and accessible and available upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- ~~c) There is a current plan in place for snow and ice removal.~~
- ~~d)c)~~ A current emergency reference guide is available to all employees and learners and on-line and new Emergency Posters have been installed on hallway walls throughout all College buildings. ~~T~~he guide content and placement of the guide is consistent with advice from local police and fire departments.
- ~~e)d)~~ A Drug Free Schools and Campus Plan, which is reviewed every two years and complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- e) The College complies with Federal Cleary reporting requirements.

~~f) A Campus Security Report is published annually and presents statistics for crimes reported to the Office of Campus Safety and Security during the last three years.~~

~~g)f) The College has a A pandemic plan that is current and, accessible, and on the College's website, together with the most up-to-date information on COVID-19 for learners and employees.~~

~~h)g) Learners and employees have reasonabley understandable access to a communications regarding emergencies and system which informs of campus closings and cancellations due to weather or other emergency situations.~~

~~i)h) The College complies with all State requirements regarding elevator, boiler, and fire system inspection. Annual elevator inspections, boiler inspections and quarterly fire system inspections are completed.~~

~~j)i) The College provides campus-based mental, physical, and dental health services for all learners and employees.~~

This interpretation is reasonable because it ensures compliance with ~~n~~Nationally and State accepted principles requirements for safety and security for institutions of higher education.

2.1.1.1. Allow learners to be without ~~current, enforced~~ policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners ~~and employees.~~
- b) ~~The College has An easily accessible an~~ Incident Reporting Form and anonymous tip line, independent of the College, ~~is~~ available to learners to report issues of sexual discrimination and harassment.
- c) The College has ~~identified~~ a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator. ~~Their contact information is easily accessible to learners.~~
- ~~d) Initial information is gathered in response to any incident report or anonymous tip of harassment and when warranted, the Title IX Officer works with the College investigator and the College attorney until there is a resolution.~~
- ~~e) Results of all sexual discrimination and harassment investigations are retained by Human Resources.~~
- ~~f) The College annually files the Clery Act report.~~
- ~~g) All employees complete the required periodic training on recognizing harassment.~~
- ~~h) New employees review all College policies which includes the Sexual Discrimination/Harassment Policy.~~

The interpretation is reasonable because it includes all elements required for

compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

1.2 Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.

INTERPRETATION:

Compliance will be demonstrated when:

The College evaluates programmatic- and course-level learning outcomes to ensure compliance with objective academic standards.

The interpretation is reasonable because it allows for academic freedom while meeting federal requirements.

3. Deliver programs in a manner that is insensitive to learners' culture.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College delivers or makes available cultural training and ongoing professional development to all employees.
- b) The College ensures the curriculum is unbiased, inclusive, and creates a sense of belonging.
- c) The College works with focus groups of learners and staff, Affinity Group Representatives of various populations to increase understanding and connection with the respective local communities.

The interpretation is reasonable because the processes reflect best practices in higher education, as well as current thinking and research regarding sensitivities of various cultures.

2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.

2. Permit violation of learner confidentiality and privacy, except where specific disclosure is required by legislation or regulation.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College complies with the A current policy is in place that demonstrates the college is in compliance with the Family Educational Rights and Privacy Act (FERPA).
- b) FERPA T training is mandatory for all new employees, and ongoing training is available for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for new employees.

~~2.2. Use forms or procedures that elicit information for which there is no clear necessity.~~

INTERPRETATION

Compliance will be demonstrated when:

- a) ~~No requests for data/information are approved without having a necessary / legal reason to do so.~~

~~The interpretation is reasonable because it ensures compliance with the College's policy 2801 Access to Learner Information, which meets legal requirements.~~

~~2.3. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protects against improper access to personal information.~~

INTERPRETATION

Compliance will be demonstrated when:

- a) ~~Learner information is collected, stored and transmitted using methods that are consistent with FERPA standards for protecting against improper access as per College policy.~~
- b) ~~An annual external Information Technology Security audit is conducted every year.~~

~~The interpretation is reasonable because these standards are aligned with FERPA standards. The external audit provides transparency and systematically reviews the College's policies and practices to identify any potential security issues.~~

3. Permit student services, admission, registration, evaluation, or recognition processes or policies that treat learners inequitably in a non-merit-based fashion.

INTERPRETATION

Compliance will be demonstrated when:

- a) ~~The College has an established ere is an academic complaint process for incidents, where learners feel they have been inequitably treated.~~
- b) ~~The College offers a wide variety of recognition methods which celebrate our learners' differences.~~

~~The interpretation is reasonable because it identifies intentional actions which are consistent with the College's Equity statement. it complies with federal requirements.~~

4. Permit inequitable non-merit-based, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid appeals.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a common practice among institutions of higher education.

~~4.2. Permit learners to be without a process for registering a complaint or concern, including an appeal process, or to be uninformed of the process.~~

INTERPRETATION

Compliance will be demonstrated when:

- ~~a) The College has a current Learner Appeals policy and process for registering complaints and appealing same and is available on the College's webpage.~~

~~The interpretation is reasonable because this is a standard practice used by institutions of higher education.~~

4.1 Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a A-current Learner Rights, Responsibilities and Code of Conduct Policy ~~is accessible on website.~~
- b) All learners receive ~~There is standardized~~ communication ~~to new learners~~ regarding the Learner Rights, Responsibilities and Code of Conduct Policy.

The interpretation is reasonable because it is based on best practices used by other institutions.

~~5.1 Permit learners participating in non-traditional programs to be without written acknowledgment of the non-traditional nature of the program, its~~

~~expectations and contingencies.~~

~~5.2~~

~~5.3 INTERPRETATION~~

~~5.4 Compliance will be demonstrated when:~~

~~5.5 All learner participants have signed and acknowledged their understanding of the structure and limitations of the non-traditional program within which they have enrolled, as well as the learner's responsibilities and commitments for which they will be held accountable.~~

~~5.6~~

~~5.7 The interpretation is reasonable because it ensures written acknowledgement of expectations and contingencies without obligating the College to unexpected operations expenses.~~

~~5.8 2024 EVIDENCE:~~

~~5.9 On 02.09.24, the Interim Chief Student Services Officer confirmed that a process is in place to ensure communication to students about the expectations and contingencies of a non-traditional program, which may include programs/services which are grant-funded, experimental, or otherwise temporary in nature or length. This process~~

~~5.10 includes signed acknowledgement of understanding.~~

6. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



Jackson College Board of Trustees

Interpretations Assessment: EL – 01 Treatment of Learners

Report Date: 09.08.25

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

POLICY STATEMENT: The CEO shall not cause or allow conditions, procedures or decisions related to the treatment of learners that are unsafe, not merit-based, disrespectful, or unnecessarily intrusive.

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

- 1. Permit learners and others who use College property and equipment to be without proper training and reasonable protections against hazards or conditions that might threaten their health, safety or well-being.**

INTERPRETATION:

Compliance will be demonstrated when:

- All operational policies, procedures, and training programs are in place to protect learners from any conditions that might threaten their health, safety or well-being.
- All chemicals requiring Safety Data Sheets (SDS) are maintained and accessible and available upon request to employees and learners in compliance with OSHA standard 1910.1200(b)(4)(ii).
- A current emergency reference guide is available to all employees and learners and the guide content and placement of the guide is consistent with advice from local police and fire departments.
- A Drug Free Schools and Campus Plan, which complies with the Drug Free Schools and Campuses Regulation (EDGAR Part 86), is accessible on the website.
- The College complies with Federal Cleary reporting requirements.
- The College has a pandemic plan that is current and accessible.
- Learners have reasonable access to communications regarding emergencies and campus closings.
- The College complies with all State requirements regarding elevator, boiler, and fire system inspection.
- The College provides campus-based mental, physical, and dental health services

for all learners.

This interpretation is reasonable because it ensures compliance with National and State requirements for safety and security for institutions of higher education.

1.1. Allow learners to be without policies that minimize the potential for exposure to harassment, provide remedy for harassment situations, and provide methods for dealing with individuals who harass.

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has a current Sexual Discrimination/Harassment Policy which is accessible to learners.
- b) The College has an Incident Reporting Form and anonymous tip line, independent of the College, available to learners to report issues of sexual discrimination and harassment.
- c) The College has a full-time Compliance Officer who also assumes responsibilities of Title IX Coordinator.

The interpretation is reasonable because it includes all elements required for compliance with legal requirements related to the Clery Act, and it is consistent with the College's Zero Tolerance policy.

1.2 Modify curricula or program delivery in a way that compromises objective academic standards in favor of identity-based considerations.

INTERPRETATION:

Compliance will be demonstrated when:

The College evaluates programmatic- and course-level learning outcomes to ensure compliance with objective academic standards.

The interpretation is reasonable because it allows for academic freedom while meeting federal requirements.

2. Use methods of collecting, reviewing, storing or transmitting learner information that unreasonably protect against improper access to personal information.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College complies with the Family Educational Rights and Privacy Act. (FERPA).
- b) FERPA training is mandatory for all employees.

The interpretation is reasonable because it ensures compliance with legal requirements via required training for employees.

3. Permit student services, admission, registration, evaluation, or recognition processes or policies that treat learners in a non-merit-based fashion.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has an established academic complaint process for incidents.

The interpretation is reasonable because it complies with federal requirements.

4. Permit non-merit-based, inconsistent or untimely handling of learner complaints or appeals, or permit learners to be uninformed of the process for registering either.

INTERPRETATION

Compliance will be demonstrated when

- a) A process and timeline is prescribed for academic, non-academic and financial aid appeals.

The interpretation is reasonable because a statement of process and timelines is provided for learners, which is a common practice among institutions of higher education.

4.1 Retaliate against any learner for non-disruptive expression of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a current Demonstrations Policy in place that protects learner free expression.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behavior, and the consequences of failure to adhere to the expectations.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College has a Learner Rights, Responsibilities and Code of Conduct Policy.
- b) All learners receive communication regarding the Learner Rights, Responsibilities and Code of Conduct Policy.

The interpretation is reasonable because it is based on best practices used by other institutions.

6. Permit decisions affecting learners to be taken without appropriate notification to learners.

INTERPRETATION

Compliance will be demonstrated when:

- a) The College maintains and communicates the Learner Consumer Information as required by the Higher Education Opportunity Act of 2008.
- b) The College maintains a Transparency Reporting Web page as required by the State of Michigan Public Act 62 of 2013.
- c) The College maintains multiple methods of communication sent out to learners and social media sites.

The interpretation is reasonable because it ensures the College meets state and national requirements and that communication methods are in place for notifying learners.



Jackson College Board of Trustees

Interpretations Assessment: EL – 02 Treatment of ~~Staff~~Employees

Report Date: 09.08.25

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

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is ~~inequitable~~non-merit-based, disrespectful, unsafe, disorganized, or otherwise interferes with College ~~staff~~employees's abilities to do their jobs.

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

~~1. Define "equity" as anything other than equal opportunity based on individual merit.~~

~~2.1. Allow staffemployees to be without ~~current, enforced, written~~ human resource policies, ~~that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions.~~~~

~~2.11.1~~ Permit staffemployees to be without adequate protection from harassment and bias.

~~2.21.2~~ Permit staffemployees to be uninformed of the performance standards by which they will be assessed.

~~2.31.3~~ Permit staffemployees to be without a means by which to file a grievance / complaint independent of the College.

INTERPRETATION:

Compliance will be demonstrated when:

- a) ~~The College has Current~~ Human Resource policies and procedures, as well as the two union contracts and administrative manual, ~~clarify expectations and working conditions, and they are available to all employees.~~
- b) There is a ~~clear~~ process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.
- d) An ~~easily accessible~~ Incident Reporting Form and anonymous tip line, independent of the College, are available to staffemployees to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

3.2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no legally determined violations of union labor agreements, grievances filed by either union for contract violations, regarding workplace conditions, that are deemed valid jointly by the Michigan Education Association (MEA) and Jackson College, or as deemed valid by legal counsel.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

4.3. Retaliate against any staffemployee member for non-disruptive expressions of dissent.

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

5.4. Permit staffemployees to be without reasonable opportunity for professional growth and development.

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate on-line professional development opportunities.
- ~~b) All employees have the ability to participate in professional development during convocations, twice per year.~~
- ~~c) Professional development is offered to individual employees, based on their needs.~~
- ~~d) HR offers the Jackson College Leadership Academy available to all interested employees who have been employed at the College for a minimum of a year.~~

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.



Jackson College Board of Trustees

Interpretations Assessment: EL – 02 Treatment of Employees

Report Date: 09.08.25

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

POLICY STATEMENT:

The CEO shall not cause or allow a workplace environment that is non-merit-based, disrespectful, unsafe, disorganized, or otherwise interferes with College employees' abilities to do their jobs.

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

- 1. Allow employees to be without human resource policies.**
 - 1.1 Permit employees to be without adequate protection from harassment and bias.**
 - 1.2 Permit employees to be uninformed of the performance standards by which they will be assessed.**
 - 1.3 Permit employees to be without a means by which to file a grievance / complaint independent of the College.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) The College has Human Resource policies and procedures, as well as the two union contracts and administrative manual.
- b) There is a process for employees to present grievances and wrongful conditions, including harassment and bias.
- c) All employees have clear and measurable performance goals each year.
- d) An Incident Reporting Form and anonymous tip line, independent of the College, are available to employees to report grievances.

The interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions.

- 2. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no legally determined violations of union labor agreements.

The interpretation is reasonable because it ensures no infractions / full compliance with said collective bargaining agreements or rules and regulations.

- 3. Retaliate against any employee for non-disruptive expressions of dissent.**

INTERPRETATION

Compliance will be demonstrated when:

- a) There are no formal complaints filed with the Human Resources Office, the College Attorney, nor are there any tips on the anonymous tip line, that are deemed valid by legal counsel.

The interpretation is reasonable because it is consistent with federal law and interpreted by legal counsel as a practical application.

- 4. Permit employees to be without reasonable opportunity for professional growth and development.**

INTERPRETATION:

Compliance will be demonstrated when:

- a) All employees have access to appropriate professional development opportunities.

This interpretation is reasonable because it is consistent with the practices and policies employed by other Higher Education Institutions, and the internal verification that is provided.



Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Mailing Address: P.O. Box 30005, Lansing, MI 48909
Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
Request ID: _____
(For MLCC Use Only)

Special License Application

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Part 1 - Applicant Organization Information

Applicant organization name: Jackson College

Applicant address: 2111 Emmons Rd.

City: Jackson

Zip Code: 49201

Contact name: Rick Smith

Phone: 517-740-9301

Email: smithrichardt@jccmi.edu

Alternate contact name: Courtney Ivan

Phone: 814-823-3515

Email: civan@jccmi.edu

1. Has the applicant organization previously received a Special License? ☒ Yes ☐ No

Leave Blank - MLCC Use Only

Michigan organizations must provide current articles of incorporation filed with Michigan Corporations Division.

Out-of-state organizations must provide: (a) current articles of incorporation from state of issuance; (b) current certificate of good standing from state of incorporation; and (c) current Certificate of Authority to Transact Business in Michigan issued by the Michigan Corporations Division.

2. Has the applicant organization been established for one (1) year or longer? ☒ Yes ☐ No

Date the applicant organization was established (month/day/year): 01/01/1928

3. Is the applicant organization a municipality? ☐ Yes ☒ No

Part 2 - Event Information - For requests at more than one location, submit separate forms for each location.

Address of event location: 2111 Emmons Rd. Jackson, Mich. 49201

City, township, or village where event will be held: Jackson

County: Jackson

1. Will you submit your completed application at least ten (10) business days before your event?

It is strongly recommended that you submit the application as soon as you know the date of your event(s).

☒ Yes ☐ No

2. Do you have permission from the property owner of the location listed above to hold your event(s) on the date(s) listed below (see pages 2-3) at this location?

☒ Yes ☐ No

3. Has the local law enforcement agency with primary jurisdiction over the event location approved this application for a Special License? (See Part 5 on Page 5)

☒ Yes ☐ No

4. Is the event location within 500 feet of a church or school?

If Yes, the church or school must consent to the event(s). (See Part 6 on Page 5)

☐ Yes ☒ No

5. Is the event location outdoors or partially outdoors?

☐ Yes ☒ No

If Yes, list the exact dimensions of the outdoor area:

Submit a clear diagram of the outdoor service area with your application form.

feet X feet = square feet
Width Length

Describe type and height of the barrier that will be used to enclose the outdoor area:

N.A.

6. Describe type of security that will be used for event(s) and how it will be utilized to secure and monitor to prevent sales to minors and visibly intoxicated persons:

We will have security at the event the whole time and another security officer will be walk through the event at given times of the night. We will also do ticket limitations on beer and check for legal age.

7. Is the event location situated in or on state owned land, such as a state park or National Guard armory? If Yes, attach a copy of your documentary proof of approval to use the state owned land.	☐ Yes ☒ No
8. Is there an existing liquor licensee issued at the event location, such as a Class C or Club license? If Yes, the existing licensee must request to place its license in escrow during the event(s). (See Part 7 on Page 5)	☐ Yes ☒ No
9. Will the event(s) involve an auction of donated wine? If Yes, please check "Wine Auction" for the applicable event date(s) on pages 2-3. Only donated wine may be auctioned under a Special License; beer and spirits cannot be auctioned. If you request a Special License for on-premises consumption <u>AND</u> for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.	☐ Yes ☒ No
10. Will marijuana be sold and consumed under a Temporary Marihuana Event License issued by the Cannabis Regulatory Agency (CRA) within the proposed event area where alcoholic liquor will be sold and consumed?	☐ Yes ☒ No
11. Is the event location within the commons area of a Social District? If Yes, you must obtain written documentation from the local governmental unit, including a clear diagram, that delineates the part of the commons area of the Social District to be used exclusively for your event and the part to be used exclusively by the Social District permittees during the time period for your event pursuant to <u>MCL 436.1551(3)</u> . Submit the documentation and the diagram with this application.	☐ Yes ☒ No

12. The applicant organization may request up to twelve (12) Special Licenses total (one Special License per day) in a calendar year. Please complete the information below **for each individual date** for which you are requesting a Special License at this location. **If you are requesting Special Licenses for consecutive days, completely fill out a separate box for each date. If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

1	11/08/2025	Describe event being held: Annual Reverse Raffle held in the Jackson College field house	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☒ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☒ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

2	02/14/2026	Describe event being held: Annual Sportsman Banquet held in the Jackson College field house	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☒ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☒ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

3	Date	Describe event being held:	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

4	Date	Describe event being held:	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

5	Date	Describe event being held:	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

6	Date	Describe event being held:	
	Date		
	05:00 pm 09:30 pm	Special License will be used for: ☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

12. Special license date information Continued from Page 2.

7	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	
8	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	
LCC-110 (01-23)				
9	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	
10	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	
11	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	
12	Date		Describe event being held:	
	Special License will be used for:		☐ Beer & Wine Service ☐ Beer, Wine, & Spirit Service ☐ Wine Auction	
	Start Time	End Time	Is this date a Sunday? ☐ Yes ☐ No If Yes, will alcohol be served between 7:00AM and 12:00 Noon? ☐ Yes ☐ No	

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Part 3 - Special License Fees - Complete the Special License fee calculation on Page 4

For Organizations established less than one year or are municipalities - a \$50.00 Special License base fee for each separate, consecutive day of the event is required. If the event is held on a Sunday and spirits will be served after 12:00 Noon, an additional \$7.50 Sunday Sales Permit (P.M.) fee is required. In addition, if any alcoholic beverages, including beer, wine, and spirits, will be served between 7:00AM and 12:00 Noon, an additional \$160.00 Sunday Sales Permit (A.M.) fee is required. Sunday Sales Permit (A.M.) and/or Sunday Sales Permit (P.M.) fees will be required for each date that is a Sunday. **If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

For Organizations established one year or more - a \$25.00 Special License base fee for each separate, consecutive day of the event is required. If the event is held on a Sunday and spirits will be served after 12:00 Noon, an additional \$3.75 Sunday Sales Permit (P.M.) fee is required. In addition, if any alcoholic beverages, including beer, wine, and spirits, will be served between 7:00AM and 12:00 Noon, an additional \$160.00 Sunday Sales Permit (A.M.) fee is required. Sunday Sales Permit (A.M.) and/or Sunday Sales Permit (P.M.) fees will be required for each date that is a Sunday. **If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses.**

The fees must be paid by check, bank or postal money order, or by credit card, using the attached Credit Card Authorization Form (LCC-300). Checks and money orders should be made payable to **State of Michigan**.

Part 3 Continued - Special License Fees Calculation

Special License Base Fee: <i>(per Special License requested)</i>	25.00	If you request a Special License for on-premises consumption AND for a Wine Auction both on the same date at the same location, you are requesting two (2) separate licenses and you must pay a license fee for both licenses. Make checks payable to: State of Michigan	<i>Leave Blank - MLCC Use Only</i>
2 x Number of Special Licenses:			
= Special License Fees: <i>MLCC Fee Code: 4008</i>	50.00		
+ Sunday Sales Permit (P.M.) Fees: <i>MLCC Fee Code: 4032</i>	—		
+ Sunday Sales Permit (A.M.) Fee: <i>MLCC Fee Code: 4033</i>	—		
= TOTAL FEES DUE:	\$ 50.00		

Part 4 - Signatures of Applicant Organization's Officers, Witnesses, and Notary

Pursuant to administrative rule R 436.575, the president and secretary of the organization making application shall sign the application and the signatures shall be notarized. Political candidates only need to sign the president section and have it notarized.

By signing below the applicant organization's officers attest that:

We certify that all profits from the sale of beer, wine and/or spirits or from a wine auction will go to the applicant organization and not to any individual. We further certify that any license issued by the Michigan Liquor Control Commission is a contract subject to suspension or revocation by the Commission, that there shall be no liability on the part of the State of Michigan, the Commission, or any of its officers or employees by reason of such suspension or revocation, and that the granting of the license does not create a vested right.

Under administrative rule R 436.1003, the licensee shall comply with all state and local building, plumbing, zoning, sanitation, and health laws, rules, and ordinances as determined by the state and local law enforcements officials who have jurisdiction over the licensee. Approval of this application by the Michigan Liquor Control Commission does not waive any of these requirements. The licensee must obtain all other required state and local licenses, permits, and approvals for this business before using this license for the sale of alcoholic liquor on the licensed premises.

We certify that the information contained in this form is true and accurate to the best of our knowledge and belief. We agree to comply with all requirements of the Michigan Liquor Control Code and Administrative Rules. We also understand that providing **false** or **fraudulent** information is a violation of the Liquor Control Code pursuant to MCL 436.2003.

A completed Special License application must be submitted as early as possible before your event(s) to avoid any delays in processing. It is strongly recommended that you submit the application as soon as you know the date of your event(s). Failure to submit a completed application at least ten (10) business days prior to the event(s) may result in no Special License being issued, pursuant to administrative rule R 436.575.

Dr.Dan Phelan 517-796-0800

Print Name and <u>Phone Number</u> of President	Signature of President	Date
Print Name of Notary	Signature of Notary	Date
Notary Public, State of Michigan, County of	☐ Acting in the County of	☐
My commission expires		

Courtney Ivan 814-823-3515

Print Name and <u>Phone Number</u> of Secretary	Signature of Secretary	Date
Print Name of Notary	Signature of Notary	Date
Notary Public, State of Michigan, County of	☐ Acting in the County of	☐
My commission expires		

Part 5 - Local Law Enforcement Approval*

The local law enforcement agency with primary jurisdiction over the event location must complete this section.

Name of law enforcement agency: <u>Jackson County Sheriff Department</u>	
Name & title of reviewing officer: <u>Kevin Huller Captain</u>	
Phone number of officer: <u>(517) 768-7966</u>	Email of officer: <u>KHuller@mijackson.org</u>
If event will be held on a Sunday, is the sale of alcohol from 7:00am to 12:00 Noon on Sunday allowed in this local governmental unit? ☒ Yes ☐ No	
If the event will be held on a Sunday, is the sale of alcohol after 12:00 Noon on Sunday allowed in this local governmental unit? ☒ Yes ☐ No	
I certify that I have reviewed the application of the applicant organization for a Special License and approve the issuance of a Special License by the Michigan Liquor Control Commission at the proposed event location.	
 Signature of Reviewing Officer <u>8/19/25</u> Date	

Part 6 - Church/School Consent (If Applicable)*

If the event location is located within 500 feet of a church or school, the applicant organization must obtain the consent of the church or school. A church or school within 500 feet of the event location may object based on such the sale of alcohol at the location adversely affecting the church or school's operations. If a proper objection is filed, the Commission shall hold a hearing to determine whether the granting of the application will adversely affect the operation of the church or school.

Name of church or school:	
Address of church or school:	
City:	Zip Code:
Phone number:	Email:
Name of clergy member or superintendent:	
I, the authorized representative of the above named church or school, state that the church or school has no objection to the issuance of a Special License to the applicant organization at its proposed event location.	
Signature of Clergy Member or Superintendent Date	

***Please note: the Commission has the sole and only right to approve or deny this request for a Special License.**

Part 7 - Existing On-Premises Licensee Escrow Request (If Applicable)

If the event location is currently licensed with an on-premises license, the licensee must request that its license be placed into escrow for the date(s) and time(s) of the Special Licenses issued for use at the event location requested on this application. If the existing license would prefer to temporarily drop space from its licensed premises, it must submit a letter to the Commission requesting to drop space temporarily from its licensed premises during the event date(s) and time(s), accompanied by a diagram showing the area where the license will temporarily drop space from its licensed premises to accommodate the applicant organization.

Name of licensee:	Business ID Number:
Type of license held at this location (e.g. Class C, Club, Tavern, etc.):	
Phone number:	Email:
Name of authorized signer for licensee:	
I, the authorized signer, for the above named on-premises licensee, request that the licensee's licenses at this location be placed into escrow during the date(s) and time(s) specified for the Special Licenses issued for use at this location.	
Signature of Authorized Signer for Licensee Date	



Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Mailing Address: P.O. Box 30005, Lansing, MI 48909
Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
Request ID: _____
(For MLCC Use Only)

Certified Resolution of the Membership or Board of Directors Authorizing the Application for Special License

(Required under Administrative Rule R 436.576 - Not Required for Candidate Committee)

At a ☐ Regular ☐ Special meeting of the ☐ Membership ☐ Board of Directors

called to order by _____ on _____ at _____
(Date) (Time)

the following resolution was offered:

Moved by _____ and supported by _____

that the application from _____
(Name of Organization)

for a Special License to serve alcohol on _____
(Event Date or Dates)

to be located at _____
(Physical Address - Include Location Name, Street Address, City, State, & Zip Code)

It is the consensus of this body that the application be _____ for issuance.
(Recommended or Not Recommended)

Approval Vote Tally

Yeas: _____

Nays: _____

Absent: _____

Certification by Authorized Officer of Organization:

I hereby certify that the foregoing is true and is a complete copy of the resolution offered and adopted by the

☐ Membership ☐ Board of Directors at a ☐ Regular ☐ Special meeting held on _____
(Date)

Print Name & Title of Authorized Officer

Signature of Authorized Officer

Date



Michigan Department of Licensing and Regulatory Affairs
Liquor Control Commission (MLCC)
Mailing Address: P.O. Box 30005, Lansing, MI 48909
Toll-Free: 866-813-0011 - www.michigan.gov/lcc

Business ID: _____
Request ID: _____
(For MLCC Use Only)

Wine Auction Special License Wine Donation Record

List the name and address of each person that has donated wine to the applicant organization for the wine auction and list the brand(s) and quantity donated. The applicant organization shall not accept donations of wine from a business licensed by the Michigan Liquor Control Commission. An authorized officer of the applicant organization must sign this donation record form.

Applicant organization:			Wine auction date:
Donor Name	Donor Address	Wine Brand(s) Donated	Quantity Donated

Signature of Authorized Officer

I hereby certify that all persons listed above have donated wine to the applicant organization listed above for this wine auction, to be conducted pursuant to the Michigan Liquor Control Code, MCL 436.1527. The persons listed above have donated wine to the applicant organization as individuals and not for or on behalf of any retail or nonretail business licensed by the Michigan Liquor Control Commission.

Print Name of Authorized Officer Signature of Authorized Officer Date



**Michigan Department of Licensing and Regulatory Affairs
Finance and Administrative Services
Revenue Services**

LARA Revenue Services **is not** a part of the Michigan Liquor Control Commission (see note below).

Credit Card Authorization Form

**** FAX COMPLETED FORM TO SECURE FAX LINE: 517-284-8557 ****

**** DO NOT EMAIL OR MAIL THIS FORM ****

Requests with credit card payments that are not faxed to the above secure fax line will be destroyed along with the credit card authorization in order to ensure the security of applicants' personal credit card numbers.

**** IF YOU ARE NOT SUBMITTING AN APPLICATION FORM WITH THIS CREDIT CARD AUTHORIZATION, YOU MUST PROVIDE AN ITEMIZATION OF THE FEES FOR WHICH YOU ARE SUBMITTING PAYMENT OR YOUR PAYMENT WILL NOT BE PROCESSED ****

Name on Card: Jackson College/ Richard Smith

Payment Amount:

~~\$100.00~~ ^{RS.} \$ 50.00

Billing Address: 2111 Emmons Rd.

Card Number: 5569 2000 0097 2529

City: Jackson State: MI Zip Code: 49201

Check One:

Phone: 517-740-9301

☒ MasterCard ☐ Visa ☐ Discover ☐ American Express

Email: smithrichardt@jccmi.edu

Security Code/CVV Code: 101

Applicant/Licensee Name:

Request or Business ID #:

Expiration Date: 08/26

Jackson College

Payment is for:

Special Liquor License

Signature

IF YOU ARE NOT SUBMITTING AN APPLICATION FORM WITH THIS CREDIT CARD AUTHORIZATION, YOU MUST PROVIDE AN ITEMIZATION OF THE FEES FOR WHICH YOU ARE SUBMITTING PAYMENT OR YOUR PAYMENT WILL NOT BE PROCESSED.

Credit Card Payment Itemization:

Fee Type	Fee Amount	MLCC Fee Code
☐ Inspection Fee(s):		4036
☒ Special License Fee(s):	100.00 ^{RS.} 50.00	4008
☐ Temporary Authorization Fee:		4037
☐ License Renewal Fee(s):		4004
☐ Manufacturer License(s):		4038
☐ Wholesaler License(s):		4085
☐ New Retailer License(s):		4042
☐ Transfer Retailer License(s):		4034
☐ Conditional License		4012
☐ New Add Bar ☐ Transfer Add Bar:		4012/4034
☐ Sunday Sales Permit (AM):		4033
☐ Sunday Sales Permit (PM):		4032
☐ Catering Permit:		4031

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For requests that require a timely receipt of an application by the MLCC to be processed, such as Special Licenses and temporary requests, please ensure that your application will be received in adequate time to be processed by the MLCC after the payment is received and processed by LARA Revenue Services.



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City: Jackson State: MI Zip Code: 49201

Check One:

Phone: 517-740-9301

☒ MasterCard ☐ Visa ☐ Discover ☐ American Express

Email: smithrichardt@jccmi.edu

Security Code/CW Code: 101

Applicant/Licensee Name:

Request or Business ID #:

Expiration Date: 08/26

Jackson College

Payment is for:

Special Liquor License

Signature

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☐ Manufacturer License(s):		4038
☐ Wholesaler License(s):		4085
☐ New Retailer License(s):		4012
☐ Transfer Retailer License(s):		4034
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Payment Amount: \$50.00

Billing Address: 2111 Emmons Rd.

Card Number: 5569 2000 00972529

City: Jackson State: Mich. Zip Code: 49201

Check One:

Phone: 517-740-9301

☒ MasterCard ☐ Visa ☐ Discover ☐ American Express

Email: smithrichardt@jccmi.edu

Security Code/CVV Code: 101

Applicant/Licensee Name:

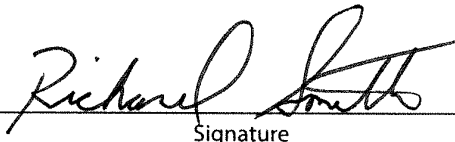
Request or Business ID #:

Expiration Date: 08/26

Jackson College

Payment is for:

Special Liquor License


Signature

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BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
ENDS: EN-01 (#4) Board's ENDS
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.1 EN-01 (#4) Board's ENDS – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EN-01 (#4) Board's ENDS. You will note that my report indicates <u>full compliance</u> according to previously established and approved interpretations. I will respond to any questions you have about the report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Board assessment of the report for Policy EN-01 (#4) 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: EN-01 Board's ENDS (#4)

[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 ENDS Policy EN-01: "Board's ENDS (#4)". 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.

9.8.25

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

Date

POLICY STATEMENT:

4. Learners develop life and workplace skills.

4.1 Learners gain the skills necessary to become responsible citizens, to lead productive lives, and to thrive in society.

INTERPRETATION:

I have interpreted this policy statement to mean that, as part of the learning experience at Jackson College, degree and certificate seekers shall have the opportunity to grow in their understanding of essential work and life skills, necessary to be successful in our democracy.

This is reasonable because technical knowledge without context in the broader economic and social ecosystem of the United States is insufficient for a learner to

be successful.

EVIDENCE:

- a) On 09.03.25, The Director of Workforce Training reaffirmed that Jackson College offers learners a wide array of work-based and experiential learning opportunities, designed to deepen student engagement, enhance academic learning, and strengthen career readiness. Students may participate in formal industry tours, internships integrated within academic coursework or offered as separate experiences, on-the-job experiences tied to program requirements, service-learning projects, and work-study employment. Notable examples include clinical placements embedded in the nursing and allied health programs, independent internships, service through the Volunteer Income Tax Assistance (VITA) program, and course projects that involve interviews with industry professionals. Students are also able to complete internships aligned with their field of study, offered in both semester-long and seven-week formats.
- b) On 09.03.25, the Director of Workforce Training confirmed that Jackson College has fully integrated internship and work-based learning courses into Career & Technical Education (CTE) degree programs. These efforts are led by the College's Work-Based Learning Coordinator, who collaborates with local employers, faculty and students to develop relevant experiential learning opportunities. This structure ensures that all learners in CTE programs have access to applied learning experiences that enhance their academic and professional growth. Programs offering these opportunities include Accounting, Agriculture, Business Administration, Cloud Networking, Computer Networking, Cyber Security, Energy Systems, Graphic Design, and Software Engineering.
- c) The Director of Workforce Training also confirmed on 09.03.25 that the College has successfully implemented the Handshake career office management platform which provides Jackson College students with access to over 15,000 school-approved job and internship postings. The platform offers a personalized user experience based on students' academic and career interests, promotes participation in career events hosted by reputable employers, and enables students to connect with peers across the globe. Employers also benefit from the ability to post jobs, register for events, and search student resumes. All current and incoming students at Jackson College have free access to Handshake through single sign-on, making it an accessible and integral part of the College's commitment to workforce preparation.

4.1.1 Learners experience significant gains in their critical thinking, problem solving and written communication skills.

INTERPRETATION:

I have interpreted this to mean that development of critical thinking, problem solving, and written communication skills are to be embedded in all certificate and degree academic programming, as well as measured through institutional academic outcomes, which should be documented and reviewed by an assessment committee comprising faculty and administrators, which would

develop and utilize rubrics of general education outcomes and essential competencies.

The achievement of this ENDS Statement is validated when:

- a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.
- b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

This is reasonable because the use of rubrics to ensure placement of these skills into the curriculum, combined with program review analysis, is standard means in higher education for determining the effectiveness of learner gains.

EVIDENCE:

- a) On 08.23.25, the Interim Dean of Health Science, Business Innovation, and Digital Transformation confirmed that, in addition to the rubrics developed by faculty for assessment of General Education Outcome (GEO) #1 (i.e., Write Clearly, Concisely and Intelligibly), as well as General Education Outcome #4 (i.e., Demonstration of Scientific Reasoning), since the August 2023 review, Jackson College has been undertaking an extensive assessment of three critically important Institutional Level Outcome (ILO), embedded in every certificate and degree, which includes the following:
 - 1. Think critically and act responsibly. Learner outcomes for this ILO encompass personal and communal responsibilities, as well as problem solving.
 - 2. Work productively with others. This ILO assesses for such things as making collaborative decisions and managing conflict.
 - 3. Exhibit technological literacy. This ILO moves learners beyond basic technological skills and communication and to the expectation of digital citizenship.

Together, the GEOs and the ILOs impact learners throughout their educational journey at Jackson College and prepare them as thinkers, communicators, and problem solvers.

- b) On 08.23.25, the Interim Dean of Health Science, Business Innovation, and Digital Transformation confirmed that the Academic Council agenda regularly includes the following: presentation for approval of biannual goals by each Department Chair, results of program reviews and course reviews conducted with the support of the Academic Deans through workshops and collaborative analysis review. Additionally, with the recent creation of a new Program Review document and approval process, third party accredited programs will be able to more effectively share information on their programs in relation to annual reports. This new process will also ensure that faculty are able to fully

reflect and act upon any areas where improvement may be needed.

4.1.2 Learners have opportunities to develop leadership skills.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The development of leadership skills is part of academic programming educational outcomes; and
- b) Learners have opportunities to develop leadership skills outside the academic program in learner government, learner organizations, and athletics. Leadership skills include time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships. This is a reasonable measure as it is generally accepted among Community College administrators that learner government, learner organizations and athletics opportunities contribute significantly to development of leadership.

This is also reasonable because leadership development can be attributed to achievement in both curricular and co-curricular environs.

EVIDENCE:

- a) On 08.23.25, the Interim Dean of Health Science, Business and Information Technologies confirmed that they annually review program outcomes with academic leadership, and Department Chairs confirmed that educational outcomes include leadership development. Additionally, a newly created Honor Leadership program will provide further opportunities for students who want to grow their leadership skills beyond what is learned in their courses and programs. This program also has a particular focus in supporting the College's Phi Theta Kappa (PTK) honor society work. Indeed, the focus of PTK is academic excellence and leadership.
- b) On 09.03.25, faculty support for learner government and Executive Director, Athletics & Student Development confirmed that the College's instructional programs provide learners with the opportunity to take on leadership roles and develop leadership skills such as time management, accountability, communication, ownership, prioritization, problem solving, motivation, resilience, and building relationships.

4.1.3 Learners experience a variety of cocurricular opportunities at the college including intercollegiate athletics and other activities which favorably impact the lives of the participants.

INTERPRETATION:

I have interpreted this policy statement to mean that Jackson College should have a significant breadth of programming and activities that extend beyond the traditional classroom, including programs designed especially for learner residents.

This is reasonable because research has demonstrated learner residence life, athletics, and other similar programs have a favorable impact upon persistence and completion of academic goals.

EVIDENCE:

- a) On 09.03.25, the Chief Student Services Officer confirmed that the National Junior College Athletic Association (NJCAA) eligibility requirements are based on academic performance and satisfactory progress towards degree completion. More years of participation require greater credit attainment.
- b) On 09.03.25, the Chief Student Services Officer confirmed that the learners that are part of one co-curricular program are many times a part of others such as Phi Theta Kappa, Resident Assistants, and/or leaders or members of many other student-led student organizations.
- c) On 09.03.25, the Chief Student Services Officer confirmed that the Completion/Graduation rates for learner/athletes are higher than the rest of the institution when looking at IPEDs data with a 28% graduation rate and a 41% transfer rate.

Source: IPEDS 2024-25 Graduation Rates File

Cohort Year: 2018		
Category	Student Athletes	All Students
# IPEDS Cohort	54	547
# Completers	15	87
# Transferred	22	182
% Complete/Transfer within 3 years	69%	49%
IPEDS Grad Rate all students	28%	16%
IPEDS Trans Rate all students	41%	33%

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025



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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>BOARD / CEO DELEGATION: BCD-04 Monitoring CEO Performance</u>
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.2 CEO Monitoring Compliance Schedule & Summary *
Description: (Concise explanation of the issue, item, or proposal)
Attached is the report that provides the monitoring compliance schedule, as well as an updated summary of my monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted. When 'partial compliance' is indicated, the expected date of full compliance is noted. Oftentimes, this is due to factors beyond my control (i.e., timing of data or other documentation).
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Consideration of the CEO's compliance to-date.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



President/CEO Monitoring Report Compliance

Jackson College

Policy	Date Monitoring Report Presented	Presented as Compliant? Yes/No Partial	Deficient Items?	Expected Date for Full Compliance	Date Deficiencies corrected	Extenuating Circumstances	Board's Formal Judgement
EN – 01 (#1-3) Board's ENDS	8.11.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 8.11.25
EN – 01 (#4) Board's ENDS	9.8.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized credentials of value in the workplace.	n/a	n/a	n/a	Compliant 9.9.24
EN – 01 (#5) Board's ENDS	10.14.24	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



President/CEO Monitoring Report Compliance

Jackson College

			credentials of value in the workplace.				
EL – 00 General Executive Limitations	8.11.25	Yes	n/a	n/a	n/a	n/a	Compliant 8.12.25
EL – 01 Treatment of Learners	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 02 Treatment of Staff	10.14.24	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 03 Planning	6.09.25	Yes		n/a	n/a	n/a	Compliant 6.9.25
EL – 04 Financial Conditions & Activities	11.04.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.24
EL – 05 Asset Protection	6.09.25	Yes	n/a	n/a	n/a	n/a	Compliant 6.9.25
EL – 06 Investments	6.09.25	Yes	n/a	n/a	n/a	n/a	Compliant 6.9.25
EL – 07 Compensation and Benefits	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 08 Communication & Support to the Board	11.4.24	Yes	n/a	n/a	n/a	n/a	Compliant 11.4.24



President/CEO Monitoring Report Compliance

Jackson College

EL – 09 Organization Culture	1.13.25 & 2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 10 Access to Education	2.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 11 Mission- Support & Entrepreneurial Activity	3.17.25	Yes	n/a	n/a	n/a	n/a	Compliant 3.17.25
EL – 12 Land Use	5.12.25	Yes	n/a	n/a	n/a	n/a	Compliant 5.12.25
EL – 13 Use of Artificial Intelligences & Machine Learning	8.11.25	Yes	n/a	n/a	n/a	n/a	Compliant 8.11.25

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025



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

Report Category:

☐ Decision Request ☒ 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)

7.0 Information Requested by the Board
 7.1 Federal Spotlight: One Big Beautiful Bill

Description: (Concise explanation of the issue, item, or proposal)

Each month I will provide a brief spotlight on a particular Federal issue. This month, I will offer updates on the remainder of the One Big Beautiful Bill (OBBBA). The OBBBA is a wide-ranging budget reconciliation measure that reshapes higher education finance, student aid, and program accountability.

For Jackson College, the bill reshapes access, affordability, and accountability for our students and programs.

As a Policy Governance Board, your fiduciary concern is in how these statutory changes influence student success (ENDS), financial accessibility, and the prudent use of institutional means.

I will offer an overview of the key elements that intersect with our mission and the implications for Jackson College and our sector.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Receive the Federal Spotlight and ask any questions the Board may have.

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: September 8, 2025



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>EXECUTIVE LIMITATIONS: EL-08 Communication & Support to the Board</u>
Subject: (Topic or focus for consideration)
7.0 Information Requested by the Board 7.2 College Feature: Instrumental Activities
Description: (Concise explanation of the issue, item, or proposal)
For this month's College Feature, the Board welcomes Jackson College Director of Instrumental Activities / Professor Dan Bickel who will share highlights from recent instrumental activities.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the Instrumental Activities highlight and ask any questions of Professor Dan Bickel
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: September 8, 2025



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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>EXECUTIVE LIMITATIONS: EL-02 Treatment of Staff</u>
Subject: (Topic or focus for consideration)
7.0 Information Requested by the Board 7.3 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 faculty 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: September 8, 2025



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-03 Board Planning Cycle & Agenda Control</u>
Subject: (Topic or focus for consideration)
7.0 Information Requested by the Board 7.4 Next Board Meeting Topics
Description: (Concise explanation of the issue, item, or proposal)
This time has been set aside to help the Board anticipate topics for the next regular Board meeting (October 13, 2025). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda. • Medical Simulation Center – Ribbon Cutting (5:00pm) • Consideration of State Required Best Practices Resolution • Policy Review: EN-01 (#1-3) Board's ENDS • Policy Review: EL-00 General Executive Limitations • Policy Review: EL-13 Use of AI & Machine Learning • Evidence Review: EN-01 (#5) Board's ENDS • Evidence Review: EL-01 Treatment of Learners • Evidence Review: EL-02 Treatment of Staff • CEO Monitoring Compliance Schedule & Summary • FY '25 Q4 Financial Report • Federal Spotlight • College Feature: TBD
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Review currently anticipated topics.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025



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

Report Category:
☐ Decision Request ☒ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-01 Governing Style</u>
Subject: (Topic or focus for consideration)
8.0 Self-Evaluation of Governance Process & Board Performance at this Meeting 8.1 Principles of Policy Governance
Description: (Concise explanation of the issue, item, or proposal)
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. 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 Enclosed are the results of the 08.11.25 Regular Board Meeting Self-Assessment Summary. Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.
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.)



Policy Governance Self-Assessment Summary

Board of Trustees

Jackson College

08.11.25 Regular Board Meeting

This self-assessment summary includes responses that Trustees individually provided in writing at the conclusion of the 08.11.25 Regular Board Meeting to the Chief of Staff.

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

1. Did our discussions and decisions at tonight's Board Meeting remain at the governance level and avoid operational interference?

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments:
"Good discussions tonight!"

4. Did our engagement this evening reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?

4 Yes 0 No 0 Somewhat
Comments:
"Good talk about Dan's contract!"

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

4 Very Effective 0 Somewhat Effective 0 Needs Improvement
Comments:
"Contract conversations of President was good and informative."

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: September 8, 2025



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

Report Category:
☐ Decision Request ☒ 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 Meeting Content Review
Description: (Concise explanation of the issue, item, or proposal)
This item on the agenda provides the Board the opportunity to give the Board Chairwoman 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.
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: September 8, 2025

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

Report Category:
☒ Decision Request ☐ Information Only
Board Role Alignment: (Relevant Board Policy Quadrant and Number)
<u>GOVERNANCE PROCESS: GP-13 Special Rules of Order</u>
Subject: (Topic or focus for consideration)
10.0 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.)