

Jackson College Board of Trustees Meeting

Regular Meeting

October 13, 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: October 13, 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: October 13, 2025
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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)
Acting Chairwoman Lake will call all Trustees to Order in preparation for the Board Meeting, followed by a recitation of the Pledge of Allegiance: The Pledge: "I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all".
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: October 13, 2025
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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: October 13, 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: October 13, 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 BY-LAWS</u>
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, <i>as this is a meeting of the Board, not the public</i>. Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees. 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

10
13
25

**DR. DANIEL J.
PHELAN**



Mission: Together we inspire and transform lives...



NATIONAL UPDATES

CEO REPORT



As of today, 10.10.25, there's still no clear path to ending the federal shutdown. Each day it continues, the disruption grows, and so do the costs for the people we serve.

Families are contending with delayed services, employers are facing uncertainty, and students are navigating added stress at exactly the wrong time in the semester. At the same time, the administration's proposed higher-education compact (currently aimed at a subset of nine universities) continues to raise serious concerns. In my view, it risks eroding academic freedom and institutional autonomy. Those aren't abstractions; they are the bedrock of American higher education and essential to our mission, our credibility, and our effectiveness.

Closer to home: at this moment, I do not foresee immediate financial impacts for Jackson College. If the shutdown persists for months, however, we could see secondary effects: tightened household budgets, deferred educational plans, and pressure on health and human services that many in our community rely upon.

Ultimately, that can translate into enrollment headwinds for students who have less discretionary capacity to invest in their education.

Here's my commitment: I will stay steady and student-centered. I'll keep advocating for policies that protect academic freedom and institutional self-governance, and I'll communicate promptly if conditions change. I'll keep you informed as this unfolds...



CONGRESSIONAL & LEGISLATIVE UPDATES

CEO REPORT

MI STATE BUDGET APPROVED !!!!

Boilerplate Highlights from SB 166:

- There are additional student outcome performance measures.
- We could receive a 1.6% increase.
- There is some problematic salary cap boilerplate language...we are currently working to find a solution on that matter. We've gotten the Governor to weigh in on this issue, but time will tell.

Any provisions in Enrolled Senate Bill 166 that express intent, advice, or preferences of the Legislature do not impose conditions upon appropriations and are non-binding. Any boilerplate provisions that violate the constitution because, for example, they contravene separation of powers principles (Const 1963, art 3, § 2), such as Section 241h, are unenforceable and will not take effect. Provisions that are impermissible amendments by reference (Const 1963, art 4, § 25); embrace more than one object (Const 1963, art 4, § 24); or purport to authorize legislation other than by bill (Const 1963, art 4, § 22) are also unenforceable.

- Lastly, and most concerning, as I predicted, the legislative leadership has stated that all funding for FY '27 and thereafter will require a clear benefit from our operations. This means that we will now be required to demonstrate that, for the funding we receive, there is a demonstrable positive impact on individual students, families, communities, public safety, and Michigan's economy, with an emphasis on outcomes that go beyond participation in college...

JACKSON COLLEGE UPDATES

CEO REPORT



We invited the community once again to [HealthWise](#), a one-stop event offering valuable health screenings, wellness resources, and activities for all, on Thursday, 09.18.25...



JACKSON COLLEGE UPDATES

CEO REPORT

JC Continues as a Gold-Level Veteran-Friendly School



RETTCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
MICHIGAN VETERANS AFFAIRS AGENCY
LANSING

BRIAN LOVE
DIRECTOR

September 18, 2025

Jackson College
Zakary McNitt
Registrar
2111 Emmons Road
Jackson, MI 49201

RE: MICHIGAN VETERAN-FRIENDLY SCHOOL CERTIFICATION

Dear Jackson College:

Congratulations on becoming a gold-level Veteran-Friendly School. Your commitment to helping student veterans succeed was evident. The Michigan Veterans Affairs Agency is honored to recognize your institution.

MVAA was created to serve as the central coordinating point, coordinate U.S. Armed Services and their families to services and benefits and information about education.

MVAA's Veteran-Friendly School Program recognizes academic institutions for supporting the needs of student veterans and dependents. The Bronze-level status is awarded to institutions that offer veteran-centric services.

We commend your institution on its hard work and dedication to supporting student veterans. Enclosed is a certificate recognizing your status as a gold-level Veteran-Friendly School.

Sincerely,

Lexis Jones
Director of Strategy and Outreach
Michigan Veterans Affairs Agency



JACKSON COLLEGE UPDATES

CEO REPORT



Jackson College will again host our annual Halloween Spooktacular on Friday, October 24, from 5:30–7:00 p.m., beginning at Bert Walker Hall on Central Campus. This free, family-friendly event offers trick-or-treating and “more sweet than scary” activities for community families, with children 10 and under welcome when accompanied by a parent or guardian. Costumes are encouraged but not required, and guests may bring a pumpkin or bag for treats; shopping bags will also be available. The College’s Vocal Point choir is scheduled to perform.

The route is fully accessible (all stops on first floors), with accessible parking on the south and north sides of the Potter Center near the Jets Store. Strollers and wagons are permitted, and volunteers will be stationed throughout to assist and distribute both candy and non-sweet, age-appropriate items. Because the route moves in and out of buildings, attendees are encouraged to dress for the weather. This event continues our tradition of providing a safe, welcoming celebration for local families and showcasing the hospitality of Jackson College...

New ECMC In Lenawee County: I am happy to tell you that we have a Lenawee County Early Middle College in place! Our proposal was unanimously approved by all superintendents, with an expected start of August 2026. As with Jackson County, staffing will be coordinated between LISD and Jackson College. This is an outstanding achievement for our fair college, and more importantly, for the students in Lenawee County. I am particularly grateful to Zak McNitt for proving such strong leadership on this initiative, which we have been working on for over 5 years...

JACKSON COLLEGE UPDATES

CEO REPORT

Save the Date

NOVEMBER

Monday, November 3, 2025

5:00pm

Ribbon Cuttings

[Center for Innovation](#)

& [Jets Studio](#)



The Jets Studio is a cozy, tech-ready recording space designed for students, instructors, and staff to create classroom content, assignments, and presentations with ease. Located in the Center for Innovation, the studio offers multiple setups—from desktop and stand-up stations to a full studio environment—all powered by simple one-button controls for lighting and camera. Whether you're filming a lecture or submitting a project, Jets Studio makes professional-quality recording accessible to everyone. Training is available, and the space is open to all Jackson College creators...



JACKSON COLLEGE REMINDER

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...





BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 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: WHV Shark Tank Event – Trico Lutkins
Description: (Concise explanation of the issue, item, or proposal)
Jackson College Corrections Education Program (CEP) Faculty member, Trico Lutkins, will share his inventive approach to course project presentations at the Women's Huron Valley Correctional Facility. Fellow JC Administrators and Faculty served as the "Sharks" in a Shark Tank-style presentation, where they listened to and questioned students as they showcased their course projects.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the CEP 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: October 13, 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)
Acting Chairwoman Lake, Trustee Heins, and Trustee Mackey will share their initial impressions from the Ownership Linkage meeting held earlier in the day with Board members from Accelerate Jackson County.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the Ownership Linkage meeting update.
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: October 13, 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](#)
[ENDS: EN-01 \(#1-3\) Board's ENDS](#)
[EXECUTIVE LIMITATION: EL-00 General Executive Limitations](#)
[EXECUTIVE LIMITATION: EL-13 Use of AI & Machine Learning](#)
[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 09.08.25*](#)
 - 5.2 ENDS
 - 5.2.1 [EN-01 \(#1-3\) Board's ENDS – Policy Review *](#)
 - 5.3 Executive Limitations
 - 5.3.1 [EL-00 General Executive Limitations – Policy Review *](#)
 - 5.3.2 [EL-13 Use of AI & Machine Learning – Policy Review *](#)
 - 5.4 Consideration of State Required Best Practices Resolution *
 - 5.5 Consideration of CEO VEBA Trust Account *

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

Linked are the minutes of the most recent regular meeting 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.

Linked for their regular reviews are Board ENDS policy EN-01 (#1-3) and Executive Limitations policies EL-00 and EL-13. Pre-review Trustee of these policies (Chairwoman Patterson) and I do not recommend any changes to these policies at this time.

Also, for the Board's consideration is the State Required Best Practices Resolution (attached).

Lastly, I recommend that you pull 5.5 from the Consent/Required approvals agenda to allow for a deeper understanding of the proposed change. [Linked](#) for the Board's

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: October 13, 2025



consideration regarding annual deposits to the CEO's VEBA Trust account, in order to address changes in funding vehicles for use during my retirement is, language from my CEO's contract regarding this benefit, along with an update on the account balance and projected expenses from TIAA. Jackson College General Counsel Brendon Beer will be available to answer any questions the Board may have.

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 09.08.25, ENDS policy EN-01 (#1-3), Executive Limitations policies EL-00 and EL-13, the State Required Best Practices Resolution, and consider annual deposits to the CEO's VEBA Trust account.

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

State Budget Office
Office of Education

Community Colleges Local Strategic Value Resolution

Institution: Jackson College

As per Section 230(2) of the State School Aid Act (MCL.338.1830), a community college must demonstrate that it meets the Local Strategic Value qualifications to receive the portion of each college's performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories.

A community college must certify by means of a board of trustees resolution that the college has met 4 of 5 best practices in each category. Further, each board resolution "shall provide specifics as to how the community college meets each best practice measure within each category." **This resolution must be properly passed by the board and submitted to the State Budget Office on or before October 15, of each academic year.** However, if a resolution from a prior year is still in effect and factually correct, you may resubmit this resolution.

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	Jackson College has several partnerships with Henry Ford Health, the area's regional community hospital, as well as other health care providers. The Henry Ford Health System supports on-campus health services and provides clinical sites for our nursing and allied health students, and Jackson College staff participate in community collaborative and governance efforts of the health system. Additionally, Jackson College has created an on-campus Health Clinic in partnership with Henry Ford Jackson Hospital. It is used both as a clinical site for our allied health students, as well as a medical clinic for students, employees, and their families. The College has a partnership with Family Service and Children's Aid, a health care organization with Community/Behavioral Health as their primary

Best Practices by Category	Examples of Adherence
	medical specialization, to provide a wide range of behavioral health services on campus to students and employees in the College-created Oasis Center. Jackson College is partnering with Technique, Inc. to offer JC courses as part of their new employee training programs. Currently, Technique has embedded JC courses into a Welding and CNC new hire training program, called Technique. Employees can enroll in training through Corporate and Continuing Education. Over the past four years, the College has collaborated closely with Consumers Energy to ensure our Energy Systems program is in full alignment with their workforce needs. Also, the college developed a Lineworker program with Consumers Energy. The College continues to graduate students to meet the needs of the local workforce. Furthermore, all our students in occupational programs require a robust work-based learning experience. The Work-Based Learning Program at Jackson College is an academic program where students earn academic credit and learn to apply classroom skills while establishing professional contacts with employers on the job. These opportunities are offered through collaboration with local businesses, industry and governmental organizations. This program has strengthened our relations and collaborations with local employers. Jackson College is a partner in the Jackson Area College and Career Connection Early/Middle College along with the Jackson County Intermediate School District and the Jackson Area Career Center. The College is also an active collaborator with the Enterprise Group, Inc. (the local economic development organization), Jackson Area Manufacturers Association (JAMA), LEAN Rocket Lab (Michigan's Entrepreneurial Hub), Lenawee Now, Jackson YMCA, Economic Development Partnership

Best Practices by Category	Examples of Adherence
	of Hillsdale County, Lenawee Medical Facility, Advanced Turning, Kapnick Insurance, Walker-Miller energy Services, The Shop Rat Foundation and several local manufacturers including Technique, Alro Steel, Planewave, Trainco Trucking, Production Saw & Machine and Lomar. Jackson College continues to partner with other local employers and training partners to develop new curricula, training programs, and seek external funding in support of shared initiatives.
(ii) The community college provides customized on-site training for area companies, employees, or both.	On-site and customized training is available to local companies through Jackson College's Corporate and Continuing Education (CCE) office. CCE provides an ongoing catalog of trainings for various occupations including Supervisory, Microsoft Office, Information technology, Manufacturing and Professional Continuing Education and Pre-Licensure trainings. In 2024, Jackson College partnered with Trainco Trucking and Michigan Works! to provide a Commercial Driver's License Class A (CDL-A) training course. The three-week training course consists of classroom and driver training instruction. The program also includes workforce placement. All of the students who enrolled and completed the JC program thus far are gainfully employed in the trucking industry. Additionally, customized training services assist employers with developing curriculum, Train the Trainer (T3), and highly customized training outlines to assist the employer with their workforce needs. Jackson College has customized training available onsite for, but not limited to, Technique Inc. MISA Specialty Processing Group, and Henry Ford Jackson. The People and Culture Department at Jackson College offers a variety of onsite training options to employees through JetWay. The JC People and Culture Department also offers an onsite

Best Practices by Category	Examples of Adherence
	comprehensive Leadership Academy for employees. The Jackson College JET Leadership Academy is a one-of-a-kind cohort structured program designed to help employees evaluate, develop, and enhance their leadership abilities. This program creates a network for employees in addition to teaching them how to be a mentor to others. Additionally, employees are able to take advantage of various online trainings to assist in their personal and professional development through a platform called Vector Solutions.
(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	To assist in the creation and support of entrepreneurship, Jackson College's Business program offers a certificate, and associate degree in Entrepreneurship. This college credit credential provides for introduction to business plan development and prepares students to analyze market potential and devise strategies to creatively meet the needs of clients and communities. The lead faculty for the entrepreneurship program is an active member and supporter of the Jackson Inventors Network and the College routinely operates as the host for their monthly meetings. Jackson College maintains working space in the Hub of entrepreneurship innovation, The Lean Rocket Lab. This space allows the College to have a presence in a very high energy entrepreneurship and Technology focused area. Lean Rocket Lab is a valuable resource for entrepreneurs and innovators. This entrepreneurial hub includes a startup incubator and a business accelerator onsite. Jackson College also works with Align Center, Jackson Area Chamber and is on the Jackson Workforce Committee and is collaborating on the upcoming Manufacturing Day Tradeshow event in Jackson 9/25-9/26. Additionally, Jackson College has expanded beyond Jackson County to work with Lenawee Now

Best Practices by Category	Examples of Adherence
	and the Greater Lenawee Chamber of Commerce, in Lenawee County, to support local entrepreneurs in their area.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	Jackson College works closely with employer partners to seek external funding collaboratively to increase advanced technology instruction at the College as informed by those in industry. Partnership with Wacker Chemical Corporation in chemical process technology curricula and with several employer members of the Lenawee ISD Advanced Manufacturing Advisory Board in robotics/automation curricula are examples. Jackson College continues to evaluate and redesign credit-bearing offerings in Advanced Manufacturing Technology which includes open lab and flexible completion options. In addition, Jackson College has partnered with the Jackson Area Manufacturers Association (JAMA), the Enterprise Group, the Jackson Area Career Center, and the Jackson County Intermediate School District creating a manufacturing-focused education program known as the Jackson Area College and Career Connection Early/Middle College (JAC3E/MC). Beginning with the students' junior year, participants will simultaneously earn their high school diploma, college credit, and a technical/career credential within three years, with no out-of-pocket tuition costs for the student or the family. It includes company internships and partnerships with area employers. JAC3 has demonstrated significant promise since its inception in 2017. Jackson College also has a seat at the table with the Jackson County Talent Consortium and Marshall Plan. The College has works closely with the Align Center in Adrian, Lean Rocket Lab, JAMA and Technique U training programs.

Best Practices by Category	Examples of Adherence
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	Jackson College has strong partnerships with the Jackson Chamber of Commerce (member), Michigan Works Southeast (MWSE)! the Jackson Area Manufacturer's Association (Articulation agreement for the Academy of Manufacturing Careers), as well as the three primary economic development agencies in the region: The Enterprise Group of Jackson, Hillsdale Economic Development Partnership, and Lenawee Now. The Director of Workforce Training currently serves on the MWSE Executive Workforce Development Board and the Workforce Intelligence Network (WIN) Board. The Jackson College President served as an EG Executive on the Enterprise Group Board of Directors and as a board member on the Lenawee Economic Development Corporation Board. The Jackson College President previously served as the Chairman of the Board for the Enterprise Group and previously served on the SCMW! Board. Additionally, other College employees have served on the boards of the aforementioned organizations. Examples include joint delivery of programs including the Jackson Area College and Career Connection Early/Middle College, assistance in business recruitment, and company training. The College also represents the educational sector for the Region 2 Planning Commission's Comprehensive Economic Development Strategy collaborative. In Hillsdale, JC has employee representation on the Economic Development Council. A focus on economic development in the region also is featured in our college's mission documents as a priority for the institution. In May 2025, Jackson College received a \$900,000+ grant from MiLEAP that will financially support a new Jackson County Workforce Development Collaborative, increase area college and career navigators, and conduct an environmental scan of county workforce needs in collaboration with the College and Career Access Center, the Jackson

Best Practices by Category	Examples of Adherence
	Area Chamber of Commerce and Michigan Works! Southeast. These strategies are part of a shared commitment to help adult learners overcome barriers and succeed in college and career.
Category B: Educational Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	Jackson College has articulation agreements with many area high schools and the Intermediate School Districts in the Tri-County area and beyond. In partnership with the Jackson County Intermediate School District (JCISD) and all Jackson County high schools, JC established the Jackson Area College and Career Connection Early/Middle College. In partnership with the Lenawee Intermediate School District (LISD) Jackson College has established a Middle College. Jackson College also teaches college classes at the JC @ LISD TECH and the LISD sites. Jackson College also partners in the delivery and management of a Middle College on the JC @ LISD TECH site. The College created a public school academy in 2014, known as the Jackson Preparatory & Early College (JPEC) located on the College's Central Campus, now in its seventh year of operation. It is a year-round school and has CEB programming for students grades 6-13 providing a high school diploma and an associate degree at the end of year 13, at no cost to the student or the student's family. Jackson College offers a county-wide early/middle college (EMC) program in Hillsdale County, in partnership with all Hillsdale County Superintendents. The Hillsdale County EMC currently has 76 students enrolled with over 104 graduates to date. Hillsdale County also has over 85 students enrolled in Jackson College's traditional dual enrollment program. Jackson College continues to work with the Hillsdale Area Career Center to grow collaboration and articulation opportunities.

Best Practices by Category	Examples of Adherence
	Jackson County Early College (JCEC) is a partnership with the high schools in Jackson County to provide students with a pathway to begin their college degree as early as ninth grade and earn an associate degree by the end of year 13. This program is located on the Jackson College Central Campus. This Fall (2025), we currently have 944 students enrolled with an additional 150-200 students in the application pipeline for this program. There are an additional 102 students in Jackson Counting participating in the traditional dual enrollment Program. The College also serves all area public schools by making dual credit options available to all high school students. Currently, 646 high school students in the tri-county area are participating in dual enrollment with the college. Lenawee County has 509 high school connected students. There are 60 students in the JC@LISD Academy and 25 of those students are enrolled in college courses at Jackson College. Through all collaborations with local tri-county high schools, Jackson College is serving over 1726 high school students, which is 376 more students than last year.
(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	Jackson College hosts onsite College visits, Preview Days, and tours; participates in MCAN's College Application Week, and hosts It's a Great Day to Be a Jet! in partnership with other local Institutions of Higher Education (IHEs). Jackson College recruiters make visits to every school district to engage with students and hosts Success Camps for early/middle college (EMC) students in the tri-county region multiple times throughout the year. Jackson College hosts educational theatrical programs for elementary students that provide valuable lessons on a wide range of topics such as diversity, bullying and teamwork. The College also

Best Practices by Category	Examples of Adherence
	hosts a number of academic and athletic camps during the summer months. The College continues their partnership with the Jackson County Career and College Access Center to host tours for all Jackson County juniors, providing them with information about pursuing a post-secondary credential. The College's admissions department also hosts a program which invites Lenawee County juniors and seniors to visit Central Campus in November to provide further exposure to Jackson College, post-secondary credentials, housing, and resources. Just last year alone, the admissions team welcomed students from across the State who participated in group campus tours and Orientations. Corporate and Continuing Education hosted 8-weeks of fun and educational sessions for YMCA youth summer day-camp attendees. The sessions introduced youth to various programs, faculty, and buildings on campus.
(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	Jackson College continues to support the Jackson College and Career Access Center. Jackson College recruiters make visits to every school district in the tri-county region multiple times each year. The JC Admissions Department created and Jackson College maintains student organizations geared towards assisting students with adjusting to college life, college expectations, and building leadership through training, experience, and mentorship. The College also has been successful in obtaining and implementing a number of related national federal and private grants including Achieving the Dream, TRiO, Veterans' Education Initiative, and others that provide additional support for student success. The College also actively participates in the Breaking Through Network and the Michigan Center for

Best Practices by Category	Examples of Adherence
	Student Success to leverage best practice models for implementation across the institution.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Jackson College works closely with MiWorks for GED prep and testing via MiFuture. Each semester College Catch-up Workshops are hosted in varying modalities (in person, online, and hybrid). Student success supports are available through the TRiO Program, Veteran Education Initiative and in large part through the College's Student Success Navigator advising model. This model is a proactive, relational, customer-based advising approach geared at improving student satisfaction and success as measured by student persistence, retention, and completion. Jackson College collaborates with Michigan Works! Southeast to offer HSE preparation and/or remedial assistance for our tri-county service areas. We have recently expanded services to offer Ability to Benefit, allowing eligible students to receive financial aid to complete college courses, while working on a High School Diploma or Equivalency. Through this partnership, students also receive employment services assisting with identifying transferable skills relatable to new industries, assessments to assist students with selecting a program of study that aligns to their workplace preferences and sense of purpose, and job search resources, such as resume assistance. Through Connect with My Future, this partnership expands wrap-around services available to eligible students by braiding WIOA and Federal Financial Aid funding with community resources. In Lenawee County, Jackson College partners with MWSE, which holds HSE (e.g., GED) courses onsite at JC @ LISD TECH. In Hillsdale County, Jackson College partners with the HCISD and Michigan Rehabilitation Services to provide Transitions Programming for

Best Practices by Category	Examples of Adherence
	students with IEP's/504's, onsite at the JC LeTarte Center. In addition, Jackson College provides educational programming and degree completion options for incarcerated individuals in the State of Michigan. Indeed, Jackson was awarded the highest allocation of Pell participants at 1,305 inmates and is active in educating student-inmates across the state. Further, the College was the first in the nation to provide academic excellence recognition to student-inmates with the Phi Theta Kappa program. Jackson college currently serves approximately 780 (Fall 2025) actively enrolled students across seven correctional facilities, which is a 14% increase in enrollment from Fall 2024.
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	Jackson College has articulation agreements with numerous university and collegiate partners. The college is a part of the MiTransfer Network that recently completed multi-institutional associate to bachelor's degree transfer paths, MiTransfer Pathways. Siena Heights University and Grand Valley State University have 3+1 articulation agreements with Jackson College. Both Universities have offices in Jackson College's University Center. Recently, the College and Siena Heights University developed six new articulated 3+1 transfer pathways. Siena Heights also works with Jackson College in the Correction Education Program (CEP) to provide bachelor degree opportunities to the inmates through the 3+1 articulation agreement. This Summer (2025), Jackson College celebrated the two-year anniversary of the College's articulation agreement with Grand Valley State University to offer a bachelor's degree in nursing. Jackson College has additional articulation agreements with the following institutions and

Best Practices by Category	Examples of Adherence
	programs: Central Michigan University RN-BSN Completion, Eastern Michigan University - Sport Management, Ferris State University - Reparatory Therapy, University of Detroit Mercy - Dental Hygiene, University of Michigan Flint - RN-BSN Completion, University of Michigan – Dearborn – Elementary Education, University of Michigan – Dearborn – Sports Management, and more in development. The College also has reverse transfer agreements with the following 4-year institutions; Central Michigan University, Concordia University, Davenport University, Eastern Michigan University, Grand Valley State University, Ferris State University, Michigan State University, Trine University, and the University of Michigan - Ann Arbor. Additionally, Jackson College is committed to transfer partnerships and success hosting various transfer events (in-person and virtual) with 4-year institutions to provide transfer information and make the transfer process as seamless as possible.
Category C: Community Services (must meet 4 of 5)	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	Jackson College's Corporate and Continuing Education Office offers life-time learning, continuing education, professional development, and leisure programming, easily assessable online or on-campus. Courses range from family development, basic computer skills, real estate, grant writing, personal fitness, teacher SCECHs., wellness and stress management, foreign language, and human resources certification. Students may enroll in numerous classes in the arts, including instrumental and voice classes as well as studio arts. Through the College's Health Wise event hosted over this fall, community members are invited to campus for free health screenings and to participate in a heart healthy walk around campus.

Best Practices by Category	Examples of Adherence
(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	Jackson College operates a multi-stage/auditorium performing arts center; has a fully operational fitness center; and library services operated in conjunction with Jackson District Library. Jackson College offers public access to a wide range of state-of-the art facilities, athletic fields, and grounds, which provides access to technology and other instructional equipment. Jackson College is host to the Jackson Community Concert Band, the Jackson Symphony, and other annual cultural events at Potter Center for the Arts. In collaboration with the YMCA, the College annually hosts a seven-week youth summer camp where YMCA campers, at no charge, can experience all aspects of the Colleges amenities and broaden their personal experiences through workshops in the kitchen, theater, sports complex, library, housing and multiple academic departments here on campus Additionally, Jackson College hosts and supports community events held in conjunction with Student Life. Intramural and varsity collegiate sports provide entertainment, engagement, and community building opportunities.
(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	The Potter Center at Jackson College boasts three well designed, versatile theatres. The Potter Center offers a variety of musical concerts, popular plays, and musical theatre performances open to the public. The community is invited to try out for the theatrical performances as well as attend the events. The College also maintains an art gallery in the College's performing arts building, as well as a "black box" (i.e., experimental theater) on campus. Additionally, JC is the performance home of the Jackson Symphony Orchestra. The Heritage Center inspires young people and community members with the lost stories of men and women who made Jackson great. Since 2006, the Heritage Center has completed over a dozen community projects,

Best Practices by Category	Examples of Adherence
	spanning three counties: Jackson, Adrian, and Hillsdale. Many of the award winning displays in the Heritage Center have been displayed in local museums. The Heritage Center also hosts famous historical professors, authors, and NAACP Award winners like Malcolm X's daughter, Ilyasah Shabazz and Eisner Award winner John McCrea. Jackson College has fully operational library services provided in conjunction with Jackson District Library. The College also offers community members' free use of computers located in our Information Commons on campus.
(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	In Summer 2024, Jackson College hosted ribbon cutting events for the new Jets Air Station and the Fitness Court. The Jets Air Station (JAS) is an inflatable air dome that provides space for college athletics, student and community workouts, and public events. The JAS features four basketball courts, four volleyball courts, six pickleball courts, and two tennis courts along with a marked walking track surrounds the perimeter of the athletic courts. While the JAS provides space for climate-controlled exercise, the Fitness Court Studio is an outside exercise space allowing the community, students, and Jackson College employees to exercise with the backdrop of the majestic Jackson College Campus in the background. The Fitness Court Studio is an initiative possible through sponsorships with the National Fitness Campaign (NFC) and Priority Health that provides for a total body workout with seven exercises in seven minutes and includes an outside studio for yoga, Zumba, kickboxing or other group exercises on a softer surface. Jackson College also offers a Jets Trail, Disc Golf Course, and access to the Dahlem Nature Center.

Best Practices by Category	Examples of Adherence
(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.	Student Life offers community events and activities. These events are a staple of the College with a range of activities scheduled annually. Activities include, but are not limited to, Constitution Day, the Martin Luther King Celebration, International Day, Cinco de Mayo, and Welcome Week. Jackson College supports 13 Sports teams, and all events are open to the public. The College also is an active participant in Challenge Day providing interactive support and coaching to area 7th graders addressing bullying and working to provide a safe and supportive environment for young people. The College will host Challenge Day on its central campus this year. Student volunteers working at the Heritage Center have contributed well over 20,000 service hours working on unique historical projects. As stated above, the projects are displayed for the community to view in the Heritage Center and are often displayed in museums and other public locations. Heritage center students also volunteer their time researching information for projects at local museums. Jackson College also hosts community programs such as Drug Summits, in addition to providing space for elected officials to meet with community members. The College also hosts a free Easter Egg Hunt in the spring and a Halloween Spooktacular open to the entire community to come and celebrate the holiday with games, candy, and a variety of activities. Jackson College employees engage in community service projects ranging from volunteering at local public schools, non-profits, community agencies, and community parks. The College offers a diverse collection of community personal enrichment workshops year-round that include but are not limited to ceramic, painting, writing, art, and culinary workshops. Additionally, the

Best Practices by Category	Examples of Adherence
	College participates in an HCEMC Service Day – Cleaning local fairgrounds to prep for upcoming county fair.

NOW, THEREFORE, be it resolved that the Jackson College Board of Trustees certifies that the College does meet the best practice standards required for state appropriations as per Section 230(2) of the State School Aid Act (MCL.338.1830).

PASSED AND APPROVED THIS 13th DAY OF OCTOBER 2025.

Donna Lake, Vice-Chairwoman
Board of Trustees
Jackson College



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 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 (#5) Board's ENDS
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.1 EN-01 (#5) 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 (#5) 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 (#5) 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 (#5)

[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 (#5)". 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.

10.13.25

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

Date

5. Jackson County residents have accessible resources to improve their quality of life.

5.1. Lifelong learning opportunities are available to residents.

INTERPRETATION:

I have interpreted that the achievement of this ENDS statement will be demonstrated when:

- a) Residents of Jackson, Lenawee, Hillsdale, and surrounding communities have non-credit and credit opportunities that support learners beyond the traditional college-going learner years;
- b) Non-credit courses are set at a lower cost to encourage lifelong learning among residents who might not otherwise take courses; and
- c) Residents have access to the College library.

This is reasonable because making available lifelong credit and non-credit learning opportunities that extend beyond service to 18-24-year-old learners, ensures that residents remain competitive in the job market, as well as add to their individual quality of life, and the quality of life to the region.

EVIDENCE:

On 10.08.25, the Chief Academic Officer confirmed the following:

- a) The Workforce, Technical, and Professional Education program coordinated with the Continuing Education department to host and provide support for the 09.25.25 Manufacturing Day Trade Show at the American 1 Event Center. Six faculty members provided one-hour speaking sessions and manned a trade show booth to promote Jackson College's academic program, with a focus on the manufacturing and construction programs. The program drew a constant number of attendees, who had the opportunity to learn about the educational opportunities at Jackson College.
- b) This ENDS statement was achieved through the expansion of non-credit programming that serves a wide range of learners outside the traditional college-age population. Through the Corporate and Continuing Education (CCE) department, Jackson College has worked to provide access to meaningful training and lifelong learning opportunities. Examples include our Jetway online non-credit programs, Code Update certification courses for licensed electricians across Jackson, Lenawee, and Hillsdale counties, and our partnerships supporting LPN and Insurance Clerk apprenticeships. These programs allow adult learners to continue their education, advance in their careers, and develop new skills while staying connected to their communities.

CCE continued to focus on keeping lifelong learning opportunities affordable and accessible for our community members. Along with offering lower-cost non-credit courses through our Jetway platform (and preparing for upcoming in-person Photography workshops in Hillsdale and Adrian), we also supported local employers through Michigan New Jobs Training Plan (MNJTP) Information Sessions. These sessions help companies better understand available tuition reimbursement opportunities and custom training options that support both new and incumbent workers. In addition, companies that enroll employees in non-credit courses through CCE receive a 25% discount for cross-listed classes, further encouraging ongoing employee development and lifelong learning. By maintaining these affordable options and employer partnerships, we help make education more attainable for residents and strengthen the local workforce across Jackson, Lenawee, and Hillsdale counties.

In addition to these non-credit opportunities, Jackson College continued to expand for-credit pathways that connect directly with local workforce needs across Jackson, Lenawee, and Hillsdale counties. Many of these pathways align with short-term non-credit training, creating a bridge for learners to advance from certification to degree completion. The College's Credit for Prior Learning process also recognizes the skills and experience gained through employment, military service, and prior training, allowing adult learners to earn academic credit toward credentials and degrees. This alignment between credit and non-credit programming ensures that learners in all three counties have flexible, affordable, and relevant options to achieve their educational and career goals. Finally, the Innovation Investment Award is a grant to expanded continued education opportunities for Medical Insurance Coders to get additional industry-recognized credentials. These opportunities were available in a CBE 6-month open entry-open exit format and were available online. The reach of these programs extends beyond the tri-county area.

- c) The Library Director confirmed that students, staff, and the public were able to freely use library spaces, check out items with a free library card—including Library of Things resources—access digital materials, and use the new Makerspace. The Makerspace offered hands-on learning in technology and creative skills like 3D printing to everyone. The Library of Things allowed borrowing of equipment and unique items, fostering lifelong learning for both students and residents. As a Jackson District Library partner, the college library broadens community access to diverse materials. Research help is available to all users, with support tailored to individual needs.

5.2. Residents have resources for social, cultural, arts and wellness experiences.

INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

- a) The College offers cultural and arts programming at the Potter Center for Performing Arts building which is accessible to community residents;
- b) Residents can enroll in non-credit courses for arts and wellness;
- c) There is access to the gym and the Jets Air Station through enrollment in non-credit courses for arts and wellness as well as fitness-related courses, (e.g., walking).

This is reasonable because it utilizes the resources of the College to make a range of experiences available to the community.

EVIDENCE:

Review of the website on 10.06.25 by the Chief Student Services Officer confirms that all of (a), (b), and (c) were offered to the College community.

- a) The Potter Center continues to serve as a recognized provider of a wide variety of entertaining events. Relatedly, the Student Life Coordinator has held over four dozen events on campus for learners and the campus community. Several events were open to the public as well.
- b) Community residents, learners, and the campus community were able to enroll in a variety of non-credit courses for art and wellness. For example, non-credit courses in Mandarin, Guitar, Drumming, and Yoga were offered.
- c) Enrollment in non-credit courses granted access to the gymnasium and indoor track located in the Fieldhouse. In addition to the amenities in the Fieldhouse, those enrolled in non-credit courses were also provided access to the Jets Air Station.

5.3. The region has accessible resources that support civic engagement, community health and well-being, and reduced crime.

INTERPRETATION:

I have interpreted this policy statement to mean that the College must provide a service beyond that of higher education to the broader region, but that it should fully embrace the use of community service to the area through staff volunteerism,

contributions, partnerships, and quality of life programming.

This is reasonable because it demonstrates multiple means by which College services contribute to this ENDS.

EVIDENCE:

- a) Below was verified by the Chief Student Services Officer via a review of the College website offerings on 10.06.25.

Jackson College continued in its partnership with Henry Ford Jackson Hospital (HFJH) to offer learners medical care evaluation and treatment through the Central Campus-based clinic. A licensed nurse practitioner, together with a Medical Office Assistant were available for learners and employee patient visits, diagnosis and assessment, prescribing medications, or referrals. Visits to the JC Health Clinic were available for acute care for current Jackson College learners.

Jackson College also continued its collaboration with Family Services and Children's Aid to provide mental health assistance for learners and employees. Support was available from the Oasis Center staff to provide short-term assistance and where ongoing support was required, the Oasis Center staff contended that it was possible to provide the level of required support or assist the individual in securing support through an outside agency. The Oasis Center recently added Togetherall, a 24-hour peer support network for Jackson College learner use and a Social Worker has been on staff to assist students in need. For additional mental health support Jackson College offered Flourish, an AI app to help learners, staff, and faculty with daily motivation, positive insights, positive habit creation, and the embedded AI, Sunnie, provided guidance, support, and interaction when engaged.

Jackson College offered dental hygiene services while helping learners gain experience. Community members, as well as Jackson College learners and employees, were able to utilize Jackson College's Dental Hygiene Clinic. The clinic allows dental hygiene learners to complete the practice hours required as part of their studies. Learners work under the direct supervision of licensed dental hygiene instructors and dentists in the community as they offer a variety of preventive services.

Learners, community members, faculty, and staff were encouraged to attend various sporting events at Jackson College. Jackson College Athletics teams participated in home and away matches in Soccer, Baseball, Bowling, Volleyball, Basketball, Golf, and Cross Country. The sporting events were advertised on the JC Athletics website, social media, and the This Week weekly email.

Jackson College collaborated with the secondary school systems in our tri-county area to create pathways to college credit and credentials for local high school students. Jackson County ISD high school students participated in the [Jackson County Early College \(JCEC\)](#), while JC Lenawee learners enrolled in the [JC/LISD Academy](#) and JC Hillsdale learners enrolled in the [Hillsdale](#)

[County Early/Middle College \(HCEMC\)](#). Learners who participated in Jackson College early college programs earned college credit, certificates, and/or an associate degree. High school students from the tri-county area who do not participate in early college programs had an opportunity to earn college credit in the Jackson College dual enrollment program.

Jackson College also provided the Corrections Education Program (CEP) in partnership with the Michigan Department of Corrections. Jackson College is approved by the Higher Learning Commission to offer educational programming inside the correctional facilities and allow eligible learners to use Federal Financial Aid towards the cost of the tuition. Jackson College has partnered with 7 different institutions within the state of Michigan. As the largest provider of corrections education in the State of Michigan, Jackson College has approximately 900 learners currently enrolled through CEP with continued enrollment growth expected in the next year.

- b) On 09.18.25, the Chief Student Services Officer confirmed that the Health Science department hosted a community wellness day on campus. The event focused on providing basic health screening services, including blood pressure monitoring, glucose testing, EKG monitoring, and overall health evaluations. The college also hosted health partners who provided attendees with information on health insurance, mental health resources, and blood donations. The event featured student participation in providing health screening services to highlight the need for community service and engagement.
- c) A Review of CEP records on 10.06.25 by the Chief Student Services Officer confirmed that corrections programming included Associate of Arts, Associate of General Studies, Associate of Science degree, Associate of Applied Science degree, as well as an Associate of Applied Science in Business Administration, Public Administration, or a Business Management Certificate.
- d) Review of CEP records on 10.06.25 by the Chief Student Services Officer confirmed that all enrolled learners were assigned a Corrections Education Program Specialist and had access to support available to other learners.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 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-01 Treatment of Learners</u>
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.2 EL-01 Treatment of Learners – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-01 Treatment of Learners. 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 EL-01 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Jackson College Board of Trustees

Monitoring Report: EL – 01 Treatment of Learners

[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 Executive Limitations Policy EL-01: "Treatment of Learners". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

10.13.25

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

Date

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:

- a) 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.
- 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) 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.

- d) 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.
- e) The College complies with Federal Cleary reporting requirements.
- f) The College has a pandemic plan that is current and accessible.
- g) Learners have reasonable access to communications regarding emergencies and campus closings.
- h) The College complies with all State requirements regarding elevator, boiler, and fire system inspection.
- i) 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.

EVIDENCE:

- a) The Operations Coordinator confirmed on 10.06.25 that the following policies were accessible online and have been reviewed in the last two years:
 - i. [Tobacco Free Environment 1715](#) - last approved on 06.25.24.
 - ii. [Threats and Violence 2609](#) – last approved on 06.25.24
 - iii. [Student Rights, Responsibilities and Code of Conduct 2701](#) – last approved on 02.07.24.
- b) The Chief Facilities and Logistics Officer confirmed on 10.05.25 that the [Safety Data Sheets](#) were current for all cleaning chemicals on Central Campus and accessible on the Jackson College website.
- c) The Operations Coordinator confirmed on 09.23.25 that the [emergency reference guide](#) was available online.
- d) The Operations Coordinator confirmed on 09.23.25 that the [Drug and Alcohol Abuse and Prevention Program \(DAAPP\)](#) was accessible online. The document was updated on 09.16.25.
- e) The Operations Coordinator confirmed on 09.29.25 that the 2025 [Campus Crime and Fire Report](#) was available online and contains statistics for 2022 to 2024.
- f) The Chief Operating Officer confirmed on 09.25.25 that a pandemic plan was in place and can be reinstated in the event of an emergency.
- g) The Operations Coordinator confirmed on 09.23.25 that the College used the Nixle and LiveSafe alert systems available to learners. Information on Nixle signup was available [online](#) and the Live Safe App could be downloaded. Information on both was provided during the mandatory new employee orientation, with additional reminders provided throughout the year. Communication regarding emergencies was also sent via email.

- h) The Chief Facilities and Logistics Officer confirmed on 10.05.25 that inspections were up to date. Documentation of inspections for elevator and boiler inspections and the Fire Safety & Extinguisher inspection reports were current and were stored by them and/or their staff.
- i) The Chief Operating Officer confirmed on 10.02.25 that annual contracts were on file with the Chief Operating Officer that define provisions for the College's Oasis Center which provides mental health services to learners and employees, as well as for the College's Health and Dental Clinics, which provide medical and dental care and evaluation to learners and employees.

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.

EVIDENCE:

- a) The Chief Operating Officer confirmed on 09.23.25 that the [Sexual Harassment Policy 1717](#) was last reviewed on 2/11/25 and was accessible on the website.
- b) The Chief Operating Officer confirmed on 09.23.25 that as described within policy 1717 the following reporting methods were available online for learners and employees
 - i. An [incident reporting form](#) is available and located online.
 - ii. Information on how to submit an anonymous tip using an [online tip form](#) online, via a text message and smartphone app were available online.
- c) The CEO designated the Chief Operating Officer as the Title IX Coordinator. All related contact information was [readily available online](#). This was confirmed by the Operations Coordinator on 09.23.25

A clear [Title IX Investigation Process](#) was up to date and accessible online. This was verified by the Operations Coordinator on 09.23.25

The Office of General Counsel confirmed on 09.23.25 that there have been no sexual discrimination and harassment investigations during this 12-

month period.

The Operations Coordinator confirmed on 09.29.25 that the Clery Act report which was filed on 9/22/25 included a report of all incidents reported and investigated in this monitoring period.

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.

EVIDENCE:

The Chief Academics Officer confirmed on 10.07.25 that Jackson College remains committed to academic excellence grounded in objective, evidence-based standards. Faculty and academic leadership continuously review and assess course- and program-level learning outcomes to ensure that instruction and assessment practices reflect the rigor expected of an accredited institution of higher education.

The College's approach honors the principles of academic freedom by allowing faculty to explore diverse perspectives and pedagogical methods, while maintaining fidelity to federal and accreditor expectations for quality and consistency. Learning outcomes are developed and evaluated based on measurable competencies, disciplinary standards, and student achievement data—not on identity-based criteria.

This process is embedded within the College's assessment and program review cycle, which includes oversight by the Academic Affairs Council and institutional effectiveness teams. As such, the College demonstrates compliance by ensuring that curriculum development, instructional delivery, and outcome assessment are all grounded in objective academic standards that promote equitable access to high-quality education without compromising academic integrity.

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.

EVIDENCE:

- a) On 10.07.25, the Registrar / Director of Jackson College Lenawee and Judicial Affairs Officer both confirmed that no confirmed FERPA violations were reported to JC's legal counsel during this cycle.
- b) On 10.06.25, the Director of Compliance/Deputy Title IX Coordinator confirmed that 97% (274/282) of the employees working during the last year (10.06.24 – 10.05.25) completed the FERPA training during the year.

The FERPA training was assigned to each new employee and the training was completed during their new employee orientation. The Learning Management System utilized, Vector Solutions, reassigned the training to each employee 365 days after the prior completion. Employees received automatic email notifications from Vector Solutions when they had training that was due within 30 days and if the training was not completed they received reminder emails every 2 weeks. The Director of Compliance also monitored the system and contacted employees, and their supervisor, when an employee had outstanding mandatory training.

On 10.06.25, the Registrar confirmed that in each semester in the past year, all enrolled learners were sent an email informing them of their FERPA rights.

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.

EVIDENCE:

- a) On 10.06.25, the Chief Student Services Officer confirmed that an [Admissions Policy](#) was in place and that the process for admission was clearly outlined for students who sought admission to Jackson College. All applicants who accurately completed the admissions application process were granted admission in accordance with our policy.

On 10.06.25, The Chief Student Services Officer confirmed that during each term of the monitoring period, all students were allowed to register for classes on the opening day of the enrollment period. Preferential treatment was not provided to students based on academic level (freshmen or sophomores), military status (veterans or active duty), nor dependent status (pregnant or parenting).

On 10.06.25, the Chief Student Services Officer confirmed that an [Academic Complaint](#)

[process](#) was in place and that the process was clearly outlined online for students.

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.

EVIDENCE:

- a) On 10.06.25, the Chief Student Services Officer confirmed that an [Academic Complaint process](#) was in place and that the process is clearly outlined online for students.

On 10.06.25, the Chief Student Services Officer also confirmed that the [Student Appeals policy](#) was online. This policy was current and appropriate as it was last reviewed on 05.01.25.

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.

EVIDENCE:

- a) On 09.29.25, the Chief Operations Officer confirmed that [Policy 2612 Free Speech, Expressive Activities & Demonstrations](#) was current and accessible online. This policy was last reviewed on 05.01.25.

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.

EVIDENCE:

- a) On 10.06.25, the Chief Student Services Officer confirmed that Policy 2701 Student Rights, Responsibilities and Code of Conduct was available online. This policy was last reviewed on 02.07.24.
- b) On 10.06.25, the Chief Student Services Officer confirmed that all new learners were informed of and received links to Policy 2701 Student Rights, Responsibilities and Code of Conduct during New Student Orientation. Also, on 10.09.25, the Judicial Officer confirmed that all enrolled learners received an email link to Policy 2701 as an annual practice.

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.

EVIDENCE:

- a) On 09.23.25, the Operations Coordinator verified that the [Student Consumer Information](#) page was active and up to date during the prior academic year.
- b) On 09.23.25, the Operations Coordinator verified that the [Transparency Reporting](#) page was active and up to date during the past academic year.
- c) On 09.23.25, the Operations Coordinator verified with the Director of Marketing that weekly announcements were sent to all enrolled students during the past academic year. They also verified that the College had active social media accounts with Facebook, Twitter, YouTube, Linked-In, TikTok and Instagram.



BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 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 Employees</u>
Subject: (Topic or focus for consideration)
6.0 Monitoring CEO Performance 6.3 EL-02 Treatment of Employees – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-02 Treatment of Employees. 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 EL-02 for evidence of full compliance with a reasonable interpretation of the policy.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)



Jackson College Board of Trustees

Monitoring Report: EL – 02 Treatment of Employees

[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 Executive Limitations Policy EL-02: "Treatment of Employees". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

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

10.13.25

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

Date

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.

EVIDENCE:

- a) On 10.02.25, the Human Resources Director verified that Human Resource policies and procedures, as well as the two union contracts and the administrative manual, clarify expectations and working conditions, and these documents were available to all employees on the Intranet.
- b) The Human Resources Director confirmed on 10.02.25 that there were clear processes for employees to present grievances and wrongful conditions, including harassment and bias. Reporting was available on Board of Directors page on the JC website at <https://www.jccmi.edu/about/leadership/board-of-trustees/file-complaint/> or on the Safety & Security page on the JC website at <https://www.jccmi.edu/departments/safety-security/>.
- c) The Human Resources Director confirmed on 10.06.25 that measurable performance goals were established during the annual performance evaluation process between employees and their supervisor. These measurable performance goals can be found in the employee's personnel file in the People and Culture Office.
- d) The Human Resources Director confirmed on 10.02.25 that the College had an accessible Incident Reporting Form and anonymous tip line (i.e., 411). In addition, we entered into an agreement with Vector Solutions to provide an additional, expanded, anonymous solution, which was independent of College employee access. This new system has additional features such as a downloadable app. Other features include the ability for the user to send a note to our security so that they can monitor an employee walking to their car in the evening, which security can monitor in real time.

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.

EVIDENCE:

- a) The Human Resources Director confirmed on 10.02.25 that no grievances have been filed in the last 12 months. The College is in full compliance with this requirement.

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.

EVIDENCE:

- a) The Human Resources Director confirmed on 10.02.25 that no formal complaints related to retaliation of any employees for non-disruptive expressions of dissent were filed with the Human Resources Office, or the College Attorney, nor were any tips entered on the anonymous tip line, that were deemed valid by legal counsel.

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.

EVIDENCE:

- a) The Director of Compliance/Title IX Investigator confirmed on 10.02.25 that College employees completed 1,010 hours of mandatory on-line professional development training during this reporting period.

The Workforce Focus Committee planned, and the Chief Human Resources Officer confirmed on 10.02.25, that there were 1,320 hours of professional development for 220 employees for both Fall and Spring Convocations, for a total of 2,640 hours of professional development over this past reporting period.

On 10.06.25, the Chief Financial Officer confirmed that the College invested \$677,466.64 in FY '25 in support of Trustee, faculty, and employee professional development. This represents an increase of 34% from FY '24.

The Human Resources Director confirmed on 10.02.25 that planning began for the next Jackson College Leadership Academy with speakers and topics, with sign-up offered during the '26 Spring term for implementation Summer 2026.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 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 6.4 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 9.8.25
EN – 01 (#5) Board's ENDS	10.13.25	Yes	8.14.23: Future monitoring of this report will reflect what <i>increase</i> there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.14.24



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	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.14.24
EL – 02 Treatment of Staff	10.13.25	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: October 13, 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 ACCT-LC Preparation – North Central State College Board Meeting Information

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

In preparation for the Board's meeting with Board members of North Central State College (NCSC) at the ACCT-LC later this month, below you will find links to the [North Central State College website](#), for information on NCSC's:

- [Board of Trustees and Board Operations](#)
- [Policy Manual](#)
- [Policy Development and Review](#)
- [Committees & Groups](#)

Enclosed is the proposed agenda for the meeting. Should you have other questions to pose to our colleagues, please let Keith or me know.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Receive / review information on NCSC's Board.

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

PROPOSED AGENDA for Joint Board Meeting of North Central State College and Jackson Community College.

A. The Jackson Community College Board has suggested the following agenda topics for the New Orleans discussion:

- **The reasons for using (or deciding to use) Policy Governance**
- **The extent to which you believe you are using Policy Governance**
- **The challenge(s) you have in practicing Policy Governance – in whole or in part**
- **What, if any, ways have you tailored Policy Governance to fit your situation**

B. The North Central State College Board has suggested the following agenda topics for the New Orleans discussion:

- **Who is the Owner? What kind of Community Connections do you do to gain Owners' Voice?**

JC response provided via e-mail by Chief of Staff (CoS):

Our Owners are the citizens of Jackson County. Current Ownership Linkage efforts include:

FY'26

In-depth Interviews

Interviewees:

- Accelerate Jackson Board (10.13.25 - On campus)
- Henry Ford Jackson Hospital Board (TBC in 11.2025 - On Campus)

FY'27

In-depth Interviews

Proposed interviewees:

- Summit Township
- Conglomerate of Townships – (at their meeting)

FY'28

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

• **Sample of your Monitoring Reports and the frequency of submission.**

JC response provided via e-mail by CoS:

[Monitoring Reports / Practice](#)

• **What type of Orientation do you do for new Trustees?**

JC response provided via e-mail by CoS:

Our new Trustee Orientation Manual is robust, reviewed minimally over the course of 8 hours with the current Chairperson, CEO, and Chief of Staff, followed by a year-long fellow Trustee mentorship:

Manual Content (with links to areas of most interest for your Board) :

- a. The History of Jackson College
- b. Millage History
- c. Principle Achievements of the College & Notable Alumni
- d. [Fast Facts - Jackson College](#)
- e. [Current Board Membership & Associated Biographies](#)
- f. Board Job Contributions (i.e., Job Responsibilities)
- g. College President and Board of Trustees Chief Executive Officer & Biography
- h. Funding Structure and State Appropriations
- i. Overview of the [By-Laws](#) of the Board of Trustees
- j. Michigan Open Meetings Act Handbook

- k. Michigan Community College Act
- l. [Jackson College Board Policies](#)
- m. [Board Meeting Schedule and Materials](#)
- n. Professional Development Requirements & Dates
- o. College Events
- p. Community Events
- q. Board Self-Evaluation and Goals
- r. Definition of Owners Versus Stakeholders
- s. Definition and Description of the Board's Governance Style – Policy Governance
- t. Legal Counsel and Biography
- u. Auditing Firm and Biography
- v. Recent Board Agendas & Minutes
- w. Mission Documents
- x. Total Commitment to Student Success (TCS2) – We Make Student Success Inescapable
- y. President's Strategic Agenda
- z. Organization Charts
- aa. Annual Operational Budget
- bb. Recent Audit Documents
- cc. CEO's Current Contract & Evaluation
- dd. College Foundation Leadership, Board, Mission, Goals, History, Audit Documents, Grant Information
- ee. College's Regional Accreditor and Accrediting Standing
- ff. Secondary/Additional Program-Level Accreditors

gg.College Catalogue

hh.Marketing – We Are Jackson College, Other News Releases, Stories, and Information

ii. Campus Locations

jj. Key Organizational Contacts

kk.College Partners

ll. Recent Past Board Members

mm. State and National Associations and Contact Information

nn.Current Board Members' Contact Information

oo.President's Contact Information

pp.Chief of Staff's (CoS's) Contact Information

qq.College Resources for Board Members

• **Policy Governance Coach: In-house or external consultant (Govern for Impact)**

JC response provided via e-mail by CoS:

- a. External: Rose Mercier of Govern for Impact
- b. Internal: CEO & CoS are both certified Governance System Professionals (GSP) through Govern for Impact (with the current Board Vice-Chairwoman in the GSP program, along with the President's Office Administrative Assistant)

• **Are your Trustees appointed or elected? Do they do Committees? Which ones?**

JC response provided via e-mail by CoS:

Trustees are elected by the electors of Jackson County, serving 6-year terms.

The Board does ad hoc committees as needed but does not have standing committees (see [Bylaws](#)).

- **How do they assess the CEO's reasonable interpretation?**

JC response provided via e-mail by CoS:

Reasonable interpretations are assessed monthly once a policy has been monitored and reviewed in this order:

- a. Month 1: Executive Limitation or ENDs policy(s) is monitored (all monitored annually).
- b. Month 2: A Trustee policy pre-review group (monthly rotating assembly of 3 Trustees) reviews the policy(s) monitored the previous month.
- c. Month 3: The policy(s) pre-reviewed the previous month is reviewed by the entire Board.
- d. Month 4: The policy(s) reviewed by the entire Board the previous month has the CEO's interpretations assessed for reasonableness.

BOARD OF TRUSTEES MEETING Action & Information Report Board Meeting Date: October 13, 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: Community Engagement Initiative
Description: (Concise explanation of the issue, item, or proposal)
For this month's College Feature, the Board welcomes Jackson College Chief Strategy Office, Ashley Van Heest, and Chief of Staff, Keith Everett Book, who will share highlights of a community engagement initiative that will begin in December 2025 / January 2026.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the Community Engagement Initiative highlight and ask any questions of Ashley Van Heest and Keith Everett Book.
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: October 13, 2025
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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 Employees</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: October 13, 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-03 Board Planning Cycle & Agenda Control](#)

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.

- Excellence Minute: TBD
- Policy Review: EN-01 (#4) Board's ENDS
- Interpretations Assessment: EN-01 (#1-3) Board's ENDS
- Interpretations Assessment: EL-00 General Executive Limitations
- Interpretations Assessment: EL-13 Use of AI & Machine Learning
- Evidence Review: EL-04 Financial Conditions & Activities
- Evidence Review: EL-08 Communication & Support to the Board
- CEO Monitoring Compliance Schedule & Summary
- CEO, CFO Audit Certifications
- Consideration of Budget Adjustments (if needed)
- FY '25 Q4 Financial Report / Financial Audit
- Federal Spotlight
- College Feature: New Marketing Campaign

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Review currently anticipated topics.

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 2025



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

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)

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 09.08.25 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.



Policy Governance Self-Assessment Summary

Board of Trustees

Jackson College

09.08.25 Regular Board Meeting

This self-assessment summary includes responses that Trustees individually provided in writing at the conclusion of the 09.08.25 Regular Board Meeting to the Chief of Staff.

Board Members Present: Trustee Matt Heins, Chairwoman Sheila Patterson, Trustee Christopher Simpson, and Trustee Teshna Thomas

Board Member Absence: Trustee Philip Hoffman, Vice-Chairwoman Donna Lake, and Trustee Danielle Mackey

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

4 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?

4 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?

4 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:
"I appreciated the College Feature – very impressed with the work that Dan Bickel is doing with the music department and the community." "Good meeting!"

BOARD OF TRUSTEES MEETING
Action & Information Report
 Board Meeting Date: October 13, 2025



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

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: October 13, 2025
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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.)