Jackson College Board of Trustees Meeting

Regular Meeting

January 12, 2026 06:30 PM

Agenda Topic — Page

(*) Indicates a roll-call item

MISSION / VISION / MAROON & GOLD STANDARDS

MISSION

Together we inspire and transform lives.

VISION

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

MAROON & GOLD STANDARDS:

Why

Over the past few years, we've all seen just how quickly the world around us can change. Surely, our country is living through a period of division, uncertainty, and shifting values. In many workplaces, and even in higher education, clarity about purpose and expectations has been eroded, or at the very least, seems blurred. In moments like these, it's easy for the noise of the times to distract us from the core of what truly matters.

In my view, at Jackson College, we don't have the luxury of losing sight of a shared mission and purpose. The work we do here is too important, indeed the stakes for our students and community too high. Over the summer, I concluded that it is now the time to recenter ourselves, to keep first things first, and to speak plainly about who we are, what we stand for, and how we work together.

The following modified Vision Statement, Statement of Beliefs, and the companion lists of what employees can reasonably expect from Jackson College and what Jackson College can reasonably expect from its employees, are a way of doing that. They are not just words on paper. They are a reaffirmation of our shared purpose and a clear commitment to one another.

These statements make it unmistakable that student success is our highest priority, that professionalism and respect are non-negotiable, and that the greater good of the College must guide our decisions. I believe that they remind us that Jackson College is a place where people can grow, where input is valued, where we are responsible people, and where we treat each other with dignity, even when decisions do not go the way we might prefer.

We are, and must remain, an institution where excellence is expected, where integrity is lived, and where we willingly subordinate our personal preferences when the mission and direction call for it. This is how we honor our students, our colleagues, our community, and the trust the public has placed in us. It is how we create legacy.

This is now the moment to be intentional about our culture and not just yield to the changing attitude. We seek to create a place where people enjoy working, where they know they are appreciated, and where the work is worthy of the best we have to give.

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The following statements build upon a strong foundation for that kind of college. And they are a promise to one another…a noble pledge to Maroon & Gold Standards that currently struggle to find voice, no matter the challenges of the times.

Daniel J. Phelan, MBA, Ph.D.,
Jackson College
President & CEO

Jackson College Values

Introduction:

At Jackson College, our values are more than ideals, indeed they are lived commitments. They shape how we teach, lead, serve, and grow together. In a time of complexity and change, these values offer clarity and direction. They remind us of who we are, what we stand for, and how we carry our mission into every classroom, office, and conversation.

These values are aspirational by design and are intended to guide our daily work and elevate our collective purpose. They reflect our belief in the power of education, the importance of human connection, and the responsibility we hold to the public and one another.

Draft Jackson College Values:

1. We pursue truth through learning, dialogue, and discovery - We believe education begins with curiosity and thrives in a culture of evidence, inquiry, and intellectual courage;
2. We embrace the dignity of every person through compassion and respect - We care deeply for our students, employees, and communities, and honor each voice as essential to who we are;
3. We create opportunity through access, support, and belief in human potential - We are committed to helping every learner advance toward a better future;
4. We serve our communities with purpose and pride - Our mission compels us to strengthen the region we call home—through education, workforce development, and civic engagement;
5. We cultivate innovation to meet the challenges of tomorrow - We are future-focused, always learning, and unafraid to rethink how we teach, lead, and serve; and
6. We lead with integrity and are accountable to the public trust - In every decision and every action, we uphold the highest standards of ethics, transparency, and stewardship.

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Jackson College Beliefs

Introduction:

At Jackson College, our mission is more than a statement…it is a commitment lived out daily through the work of every one of us. In a time of complexity, rapid change, and increasing fragmentation across society, we are choosing to be a community grounded in shared purpose, high standards, and mutual respect.

This *Statement of Beliefs* reflects who we are and how we serve. It connects our individual roles to the College's larger mission and provides a common foundation for our decisions, actions, and relationships.

These beliefs affirm our dedication to student success, professional integrity, innovation, and the public trust. They are not abstract ideals. They are commitments we live by, each of us, every day, and hold ourselves in account to, because our work is important, our service to students is essential, and the College we build together must be impactful.

As employees of Jackson College, we believe…

- **student success is our highest calling.**
- **in acting with integrity and in service to the public trust.**
- **in pursuing truth through inquiry, evidence, and dialogue.**
- **in serving others with professionalism, respect, and compassion.**
- **innovation is vital to meet the challenges of today and tomorrow.**
- **we grow together through shared purpose and mutual responsibility.**

Reasonable, Sustainable, and Actionable Expectations Employees Should Have of Their Employer

Introduction:

At Jackson College, we believe that a thriving workplace is built not only on shared mission and values, but also on mutual understanding between the College and its employees. In an era marked by rapid change, increasing demands, and new ways of working, it is important to articulate what employees can reasonably expect from their employer.

These expectations are not abstract ideals; they are grounded in respect, professionalism, love, care, and service, as well as a commitment to institutional sustainability. They reflect our belief that a healthy organization honors its people by providing clarity, fairness, and support, while also upholding the standards necessary to serve our students and our communities well.

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Not every decision will include every employee, and not every challenge will have an easy answer. But we are committed to creating a work environment that is intentional, just, and human-centered. The following list outlines the foundational commitments that employees may reasonably expect from Jackson College in our shared work.

At Jackson College, employees may reasonably expect from their employer to:

1. Be Treated with Respect and Professional Courtesy - All employees should expect to be treated with civility, fairness, and basic human decency in the course of their work;
2. Receive Clear and Timely Communication - Employees should expect important and relevant information to be shared in a timely, clear, and consistent manner to help them perform effectively;
3. Work in a Safe and Orderly Environment - The workplace should be free from undue hazards, harassment, or dysfunction, and provide the tools needed for employees to succeed in their roles;
4. Have Clearly Defined Responsibilities and Expectations - Employees should expect to know what is required of them, receive feedback on their performance, and be supported in meeting clear, reasonable expectations;
5. Be Offered Opportunities for Skill Development and Growth - Every employee should expect access to tools for professional development, learning, and improvement; however, such development does not guarantee career advancement.
6. Maintain a Reasonable Workload and Time for Renewal - The College should strive to ensure employees are not consistently overburdened and have the time and space necessary to recharge and sustain high-quality work;
7. Receive Fair Compensation and Benefits - Employees should expect to be paid fairly, and on time, for their work and to have access to benefits that support their personal and family needs, within the College's resources and contractual parameters;
8. Be Recognized for Contributions - Employees should expect their efforts to be reasonably noticed, acknowledged, and appreciated, whether informally or through formal recognition efforts;
9. Be Trusted to Do Their Job - Employees should expect a baseline of trust, professional autonomy, and respect for their ability to carry out their duties, with accountability to same, but without unnecessary micromanagement; and
10. Have Opportunities for Input Where Appropriate - While not all employees will be involved in all decisions, they should expect that their input will be welcomed in areas relevant to their responsibilities and that supervisors and leadership will listen with sincerity when feedback is sought.

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Reasonable, Sustainable, and Actionable Expectations Jackson College Should Have of Its Employees

Introduction

As a public institution, Jackson College exists to serve the people of Jackson County and beyond through education, opportunity, and community impact. Our employees are the stewards of this mission. Whether in classrooms, offices, labs, or remote workspaces, each employee plays a vital role in fulfilling the promise of the College.

Excellence is not accidental—it is the product of clear expectations, ethical conduct, personal responsibility, and shared engagement. The following list outlines what Jackson College may reasonably expect from all employees. These expectations reflect standards of highly effective workplaces and are aligned with both the mission of the College and the trust placed in us by the students, families, and taxpayers we serve.

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1. Serve Others with Excellence

Employees are expected to provide consistently high levels of service to students, coworkers, and the public. This includes demonstrating professionalism, kindness, responsiveness, and a willingness to go beyond minimum requirements to solve problems and improve experiences.

2. Act in the Interest of the Mission, Not Self

Decisions and behaviors must reflect a commitment to the College's mission and to those it serves—not personal convenience, recognition, or self-interest. Employees should remain mindful of how their choices impact the greater good.

3. Demonstrate Loyalty and Constructive Support for the College

Loyalty includes supporting the College's goals, representing the College positively, in the community, and contributing to a healthy, united workplace. Constructive feedback and respectful disagreement are welcome—but must be rooted in a spirit of shared success.

4. Uphold the Highest Standards of Ethics and Professional Behavior

Employees are expected to act with integrity, honesty, and fairness. This includes avoiding conflicts of interest, protecting confidential information, honoring commitments, and complying with College policies and applicable laws.

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5. Be Present, Reliable, and Ready to Contribute

Regular attendance, punctuality, and active engagement are essential. Employees should come prepared each day—whether in person or remote—and take full ownership of their responsibilities and work quality.

6. Strive for Excellence and Continuous Learning

A commitment to growth is expected. Employees shall pursue opportunities to improve their skills, stay current in their fields, and adapt their work to changing needs and new ideas.

7. Use College Resources Responsibly and Honorably

All College resources—time, technology, funding, and facilities—should be used efficiently, ethically, and solely for professional purposes. Employees are expected to avoid waste and treat public assets with care.

8. Foster a Respectful, Collaborative, and Engaged Work Environment

A healthy workplace depends on respect of the hierarchy of decision-making, on-going communication, and cooperation. Employees should actively contribute to a positive environment by engaging with others professionally and avoiding divisive or counterproductive behaviors.

9. Adapt to Change and Support Institutional Priorities

As the College evolves to meet new challenges, employees must remain flexible and responsive. This includes being open to new tasks, new technologies, and new ways of working that support Jackson College's strategic direction.

10. Communicate with Honesty, Clarity, and Purpose

Effective communication is essential. Employees should speak and write clearly, listen actively, and provide feedback constructively. Employees must understand that not everything can be known by everyone, and in the moment – that there is a difference between 'needing to know' for one's job duties, and 'wanting to know' which is idle curiosity. Communication should support understanding, alignment, and the successful pursuit of College goals.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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 "*does not apply to a meeting which is a social or chance gathering or conference not designed to avoid this act*,"28 a meeting of a public body must be open to the public. Though no board discussion or decisions are undertaking 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. (RNOR), 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: January 12, 2026

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-13 Special Rules of Order BOARD BY-LAWS
Subject: (Topic or focus for consideration)
1.0 Call to Order & Pledge of Allegiance of the United States
Description: (Concise explanation of the issue, item, or proposal)
The Chairwoman 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: January 12, 2026

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-09 Board Code of Conduct

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: January 12, 2026

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-09 Board Code of Conduct

Subject: (Topic or focus for consideration)

3.0 Code of Conduct Pledge *

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

As directed by the Board Governance Policy GP-09 Board Code of Conduct:
“The Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct and execute a pledge at the beginning of each Trustee term and on an annual basis at the first meeting of each calendar year.”

Chairwoman Patterson will:

1. **Take a roll call affirmation of each Trustee’s commitment to serve Jackson College and the citizens of Jackson County in the capacity as a Member of the Jackson College Board of Trustees following the Code of Conduct as listed in Board Governance Policy GP-09 Board Code of Conduct.**
2. **Collect a signed and dated Code of Conduct form from each Trustee.**

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Formal confirmation of Trustee commitment to serve Jackson College and the citizens of Jackson County in the capacity as a Member of the Jackson College Board of Trustees following the Code of Conduct as listed in Board Governance Policy GP-09 Board Code of Conduct.

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

Jackson College Board of Trustees Code of Conduct:

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

1. Trustees must have loyalty to the Ownership that supersedes any loyalties to the CEO, College employees, other organizations or any personal interest as a consumer.
2. Trustees are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Trustees shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Trustees must avoid a conflict of interest with respect to their fiduciary responsibility.
   - 3.1. There must be no self-dealing or any conduct of private business or personal services between any Trustee and the organization, except as procedurally controlled to assure openness, competitive opportunity, and equal access to otherwise “inside” information. Trustees will disclose at the regular monthly meetings any new involvements with other organizations, vendors, or any associations that might be or might reasonably be seen as being a conflict.
   - 3.2. When the Board is to decide upon an issue, about which a Trustee has an unavoidable conflict of interest, that Trustee shall recuse herself or himself without comment, from not only the vote, but also from the deliberation. This absence shall be recorded in the minutes.
   - 3.3. Trustees will not use their Board position to obtain employment with, furnish services or goods from the College for themselves, family members, associates, or organizations upon which a Trustee serves as a Board member.
   - 3.4. Should a Trustee become employed by the College, they must resign from the Board before the first day of said employment.
4. Trustees will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of legally held, closed meetings of the Board.
5. Trustees shall not attempt to exercise individual authority over the organization or the CEO.
   - 5.1. When interacting with College employees, Trustees must recognize that individual Trustees have no authority to instruct or evaluate employees, and no authority to insert themselves into operational or administrative matters.
   - 5.2. The Board Chair or designee is the only person authorized to speak to the public, the media, social media, or other entities on behalf of the Board. Trustees shall not presume to speak for the Board when interacting with the press or the public. Media inquiries should be directed to the Board Chairperson.

6. Trustees shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws (particularly, in relationship to this policy), governing policies of the organization, issues pertaining to higher education, as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
7. Trustees will be properly prepared for Board deliberation through the preparation review of all Board meeting materials in advance of the Board meetings.
8. Trustees will collaborate with other Trustees and share information on matters of substance related to their governance role so that no one Trustee possesses information that all other Trustees should have. Such collaboration must adhere to legal requirements of board assemblage.
9. Trustees will support the legitimacy and authority of Board decisions, regardless of the member's personal position on the issue.
10. Trustees shall review community college publications and regularly take part in educational activities including state, regional and national meetings and events that will assist them in their ability to serve effectively as a member of the College's governing Board.
11. Trustees shall hold themselves and other Trustees accountable for complying with this Code of Conduct and execute this pledge at the beginning of each Trustee term and on an annual basis at the first meeting of each calendar year
12. Trustees who are found to have violated the Code of Conduct are subject to a Board review of their actions and a possible formal Board rebuke in the form of a direct criticism noted in the Board minutes.

My Commitment:
I commit to serve Jackson College and the citizens of Jackson County in the capacity as a Member of the Jackson College Board of Trustees following the Code of Conduct as listed above.

Signed____**Date**________

Name____

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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)

4.0 Communications
4.1 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: January 12, 2026

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)
4.0 Communications 4.2 Board Comments & CEO Comments
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 notes that this is not an occasion to make comments / respond to the attending public, *as this is a meeting of the Board, not the public.* Thus, this item is provided solely as an opportunity for sharing items of interest among Trustees.
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.)

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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)
4.0 Communications 4.3 Excellence Minute: Innovation 100 Project – Lia Adamopoulos
Description: (Concise explanation of the issue, item, or proposal)
For this month's Excellence Minute, the Board will welcome Lia Adamopoulos (JC Coordinator of Library Student Engagement) who will present her Innovation 100 Project – Jackson College Pollinator Garden.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the highlight and ask any questions.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Jackson College Pollinator Garden

Submitted by: Lia Adamopoulos

Part I: Project Outline

Project Description:

This project proposal seeks to establish a pollinator garden, along with its many benefits, at Jackson College's main campus. One of the key values of Jackson College is the ability to demonstrate *stewardship of our environmental resources.* Pollinator gardens provide a crucial and positive impact on our environment and community. These gardens give pollinators, which are necessary to sustain our ecosystems, a home and sustenance to help them thrive. A beautiful garden on campus would provide benefits to students' wellbeing and opportunities for personalized, experiential learning.

Relevant Research:

Research has shown that access to nature spaces, even for short periods of time, increases people's health and wellbeing. Among these health benefits are various mental health benefits, including the improvement of mood, attention, and cognitive development. According to an article published in the *International Journal of Sustainability in Higher Education,* high quality green spaces contribute to the inviting feel of college campus environments and result in students having "an increased sense of belonging." These wellness benefits are also tied to academic success: a correlation has been found between students feeling a sense of belonging and student retention.

Impact on Institutional Improvement

- **Student Success:** A pollinator garden supports Jackson College's Academic Pathways by providing a tool for experiential learning right on campus. This gives students the opportunity to utilize the educational benefits of the garden without needing to leave the grounds.

- **Campus Beautification:** A garden filled with flowers highlights the aesthetic appeal of the grounds and would be a notable, positive addition to the campus.

- **Wellness:** A garden provides a peaceful option for students, staff, and faculty to stop by and enjoy the wellness benefits of nature.

- **Positive Reputation:** By being a part of efforts to embrace environmental sustainability, a pollinator garden would be a source of pride for Jackson College. These efforts impact the college, both today and for many years to come.

Expected Outcomes & Assessment Methods:

- *Outcome #1:* A thriving pollinator-friendly garden with flowers that are native to and/or thrive in our area of Michigan. There should be noticeable blooms within 3 years or less depending on the plant. A variety of flowers that bloom at different times would be included so that they would be enjoyed during as much of the year as possible. A chart of when different flowers are expected to bloom during each season is included in Appendix B. This outcome would be assessed by observing the growth of the plants and noting comments from others as they are received.

- *Outcome #2:* An increase of awareness on campus about the importance of pollinators. Access to information on pollinators would be provided through an informational website page. Educational information would also be included in the signage near the garden and could include a QR code that takes visitors to this website. One way this outcome could be assessed is by tracking website traffic to this page.

- *Outcome #3*: A space for students to have an opportunity to engage with hands-on learning experiences. This outcome would be assessed by collaborating and speaking with faculty on the utilization of the garden in their classes and assignments.

Opportunities for Collaboration:

Academic Pathways: Faculty and students can utilize the garden for their classes and program studies. There would be an opportunity to collaborate with faculty and instructors on how the garden can be used to support their courses. A few examples on what this may look like are listed below:

- Environmental Science students can have an on-campus option for their research and professional portfolio projects.
- Biology classes with a focus on plant biology could utilize the garden's plants as an educational tool for their studies.
- Agricultural students could be encouraged to come to campus for projects related to their plant and soil science course.
- Photography and Art students would be able to use the garden as the subject of their work.

Student Life: Through collaborating with Student Life, students who show interest in the garden can have the opportunity to become involved in the process of implementing the garden, maintaining the garden, and/or spending time near the garden.
The Oasis Center: The Oasis Center could be consulted on how to maximize the use of the garden as an option for boosting mood and wellness.

Off-Campus: This project would give the college an opportunity to enhance community relationships and collaborate with off-campus organizations.

- The Dahlem Center is a local non-profit organization that is home to a large nature preserve, hiking trails, and environmental educational experiences. Jackson College has a relationship with the Dahlem Center's board of directors, through the role of the Jackson College Liaison. Forming a pollinator garden on campus would bring about an opportunity to strengthen our connection with them and work together towards common goals of education and environmental stewardship.
- The Jackson County Conservation District provides tools and technical assistance for places and organizations looking to establish conservation priorities. Their website has a wealth of information on environmental topics, including the importance of pollinators and growing native plants.

Part II: Strategic Agenda Alignment

Goal #1: Committed – Appreciate each unique, whole learner

Research has shown that nature spaces on campus improve both the physical and mental well-being of students. As a space, a pollinator garden provides the opportunity for personalized learning. It gives students the chance to apply theory to practical studies.

Goal #2: Connected – Support an engaging, collaborative, and human-centric culture of love, care, and service

Increasing the beauty of spaces on college campuses cultivates a welcoming feel on campus. Implementing a pollinator garden would also provide the opportunity for collaborative work and can be enjoyed by all who pass by the area. Through contributing to the wellness of our environment and local pollinators, we establish a symbiotic relationship with our surroundings.

Goal #3: Innovative – Future-focused, industry-aligned workforce and economic development services and programs

Introducing a pollinator garden and the science that can be learned with it supports economic growth. According to the US Bureau of Labor, the job outlook for environmental science career opportunities is expected to grow over the next 10 years. The Environmental Science pathway through Jackson College is within the top 10 of the highest earning pay of the college's degree options. Those interested in plant biology can apply these skills to the field of agricultural science, whose job outlook is projected to grow faster than average.

Goal #4: Adaptive – Advance leadership practices of discipline, data, innovation, curiosity, and vigilance

Pollinators are crucial to sustain access to the foods we eat. The USDA reports that approximately 35% of food crops in the world rely on animal pollinators to reproduce. Unfortunately, during the past 30+ years there has been a drastic decline in the number of pollinators in the United States. While this is cause for concern, we can approach this problem through a lens of curiosity and vigilance. By taking optimistic steps towards being stewards of our own environment, we make a positive impact for our campus and beyond.

Part III: Timeline & Implementation Plan

After meeting with the grounds team, it was determined that the ideal location for the garden would be in the planting area outside of William Atkinson Hall. The pre-existing set up of the space means that an irrigation system is already set up and will not be required to be installed. The location receives a great amount of sunlight, which would be necessary for the flowers to thrive. The size of the space considered is approximately 15x32.' This will be used when factoring in the cost of materials.

The timeline of implementing the pollinator garden would occur in several phases that are aligned with the seasons. This prospective timeline can be adjusted to account for weather patterns, staff availability, or any other circumstances that may affect the ability to complete the work.

Phase	Timeframe	Tasks
1	Fall	• Plan and confirm all details that have been discussed of what is needed to complete the project. • Schedule the work needed to prepare the ground for new plants • Pull up old growth in the space and till the ground to ensure it is ready for new plants in the Spring.
2	Winter	• Any tools required for planting season can be obtained if they have not already. • Consult with local vendors about obtaining natural materials when they are available in the Spring
3	Spring	• Obtain natural materials upon availability • Plant flowers, lay down mulch, and install any stones for a pathway and/or decorative border • Install any artwork, nearby seating, and signage related to the garden
4	Summer and beyond	• Let the garden grow! • Maintain the garden through weeding as needed. A call for volunteers can be made for this, as well.

		• Utilize the space for academic and personal enrichment.

Part IV: Budget Proposal

The following chart provides information on materials needed to plant the pollinator garden. The Grounds team was consulted for the amount of materials needed for the space discussed and suggested vendors. Some of the items listed are noted as optional; these are items that are not necessary for the success of the garden but would increase the aesthetics and/or the educational value of the space. When calculating the price, a cushion was added to account for unexpected costs.

The Innovation 100's budget builder spreadsheet has also been included for a more detailed breakdown.

Materials	Amount	Vendors	Price	Notes
Mulch	3 yards	Sandy's Landscaping	$150	
Interloc Edger Blocks	20	Menards	$30	optional
Flowers	20	Van Atta's	$500	
Organic Garden Soil	3 cu. Ft.	Menards	$25	
Bee Cups Watering Station	1 pack of 3	Amazon	$25	
Custom Garden Sign	1 (24")	Etsy	$180	optional
Benches	2	Menards	$245	
Garden Tool Set	1	Amazon	$30	
Gardening Gloves	Pack of 2	Amazon	$10	
Walking Path Stones	5	Menards	$45	
Informational Display Wayside Sign	1	Upland Exhibits	$1000	
Potential Delivery Costs	N/A	Various	$100	
Bee Campus USA Membership	1 Annual Fee	Bee City USA	$300	Renewed Annually
Misc. Cushion	--	--	$1000	

Budget Total: $3,640

Estimated Price Breakdown for Flower Budget Plan:

Plant	Variety	Amount	Vendor	Cost
Bee Balm	Leading Lady (LL Plum)	1	Van Attas	$19.99
Bee Balm	Red Velvet	1	Van Attas	$19.99
Black-Eyed Susan	Rudbeckia American Gold Rush	1	Van Attas	$16.99
Creeping Thyme	--	1	Van Attas	$14.99
Echinacea	Coneflower – Magnus Superior	1	Van Attas	$14.99
Milkweed	Butterfly Weed	1	Van Attas	$16.99
New England Aster	--	1	Van Attas	$16.99
Phlox	Luminary Backlight	1	Van Attas	$21.99
Phlox	Jeanna	1	Van Attas	$19.99

Pricing Totals:

- **Total:** $163
- **3x of each plant:** $489
- **Budget Request for flowers:** $500

The following chart breaks down the tasks that would be a part of this project and the approximate amount of time projected to be needed for each task. After the garden is planted, a minimal amount of time would be needed to maintain the space. The pre-existing irrigation system would be set, so that watering would not be a concern. Using certain preventative measures, such as laying down mulch, limits the amount of time needed to be dedicated to maintaining the garden.

Tasks	Hours Needed
Picking up materials	6 hours
Remove Sod and old growth	2 hours
Till ground	1 hour

Remove sod/pulled growth from area	1 hour
Add topsoil & rake to level	3 hours
Plant Flowers	1 hour
Lay down mulch	2 hours
Putting in border stones	3 hours
Creating wayside sign	10 hours
Putting in bench	4 hours
Maintaining the garden by weeding and removing faded or wilted blooms	10 minutes a month
Project Management Support	25 Hours

Estimated Number of Non-Consecutive Hours: 60

Part V: References & Resources

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Part VI: Appendixes

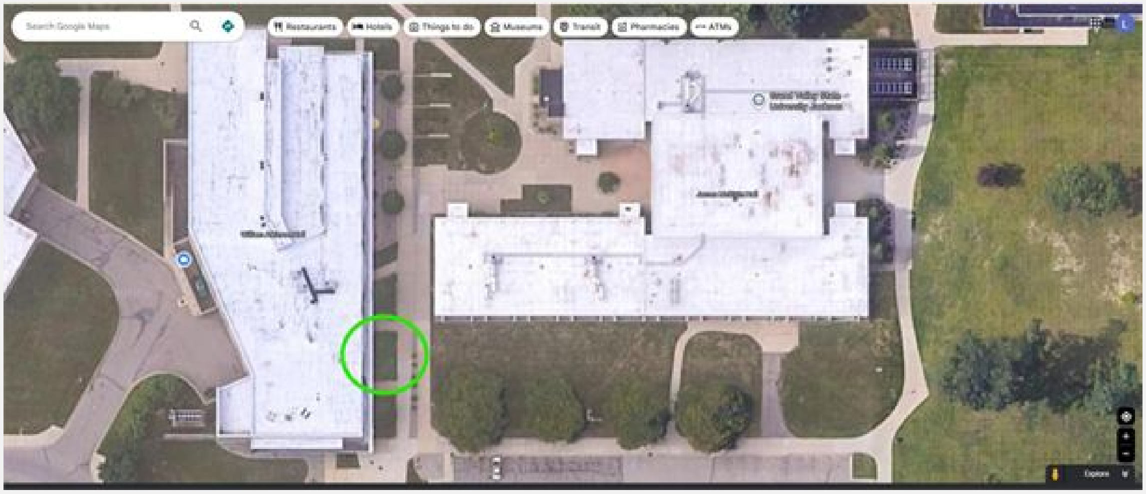
Appendix A: Images

Shown below are images of the area in its current state, next to how it could possibly look using AI generated images:

Before	After
	

Before	After
	

Shown below is an image of the aerial view of the campus with the prospective location circled:

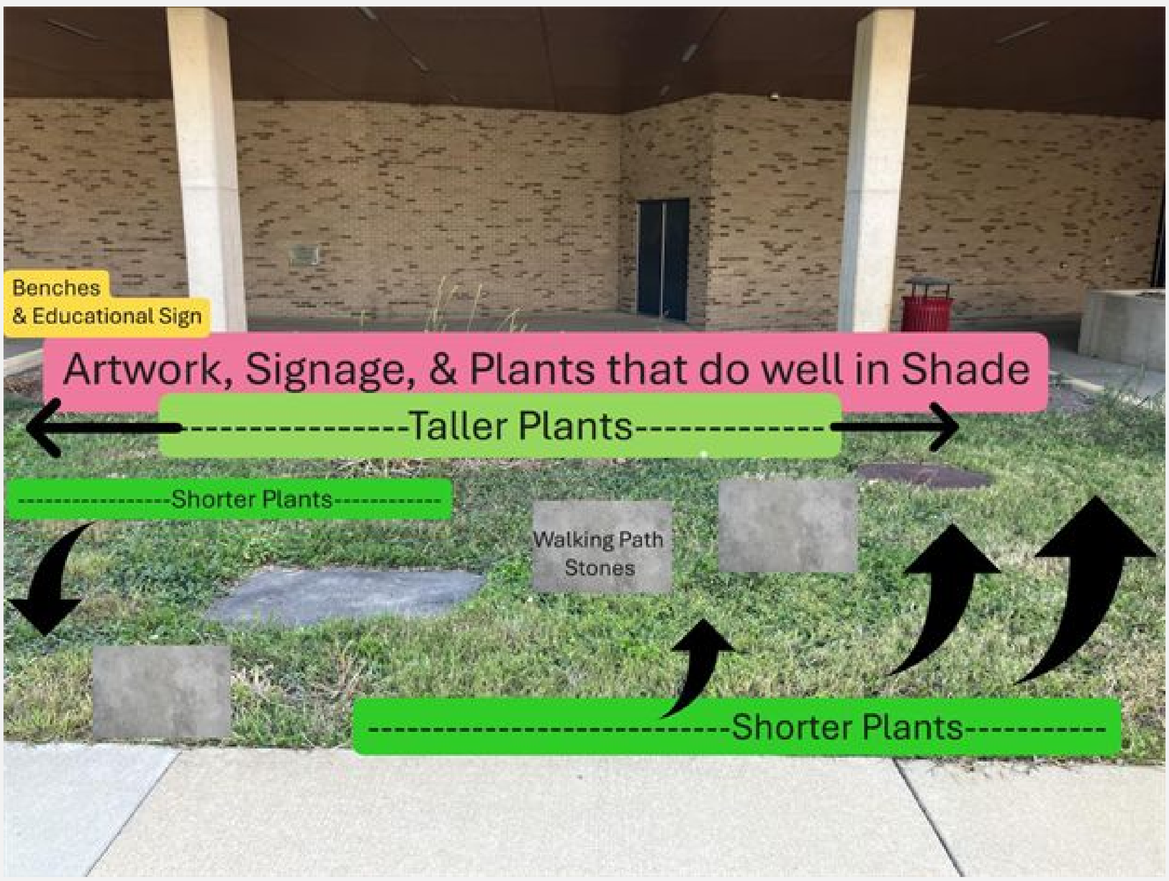


Shown below are spots circled that should not be covered, per Grounds Team staff. Incorporating those spots into a walking path would be a potential way to combine practical needs with enjoyable aesthetics:

Shown below is a potential layout for the pollinator garden. Taller plants and plants that are known to thrive in shade would be planted towards the back and shorter flowers would be planted towards the front. This would ensure that all the flowers would get the sunlight they would need.

Also indicated in the shade are the options of where to add a custom garden sign and any optional artwork to enhance the space. The educational sign and benches are suggested to be placed on the sidewalk behind the garden for accessibility.

One more crucial tip to maximize the benefits of a pollinator garden would be to space plants around 8-9" apart. Planting similar species in close clumps makes it easier for pollinators to visit more flowers.



Examples of what we can thank pollinators for!

Appendix B: Flower Guide

Flower	Usual Colors	Usual Bloom Time	Pollinators
Anise Hyssop	Purple, blue	June-September	Attracts butterflies & bumblebees
Black-Eyed Susan	Yellow	June-October	Attracts various pollinators
Butterfly Milkweed	Red, orange, yellow	June-August	Host plant for monarch butterflies, nectar source for bees
Cardinal Flowers	Red	July-September	Attracts hummingbirds & butterflies
Foxglove Beardtongue	White	June-July	Attracts various pollinators; host plant for butterflies
Garden Phlox	Pink, purple, white, red	July-September	Attracts butterflies & bumblebees
Sweet Joe Pye-weed	Purple, pink	Mid July-September	Attracts butterflies & bees
New England Aster	Purple, pink	Late August-October	Attracts butterflies & bees
Prairie Blazing Star	Purple, pink, lavender	July-August	Supports various types of butterflies
Purple Coneflower	Purple, pink	June-September	Attracts various pollinators
Red Columbine	Red	April-June	Attracts hummingbirds
Scarlet Beebalm	Red	Late June-Late August	Attracts hummingbirds
Showy Goldenrod	Yellow	August-October	Attracts butterflies & bees
Wild Bergamot	Lavender, pink, purple	June-September	Attracts hawk moths, hummingbirds, & long-tongue bumblebees
Wild Lupine	Blue, Purple	May-July	Attracts bees, hummingbirds, and butterflies; Host plant for Karner blue butterfly & other blue butterflies

Appendix C: Vendor Information

Store	Website	Location	Contact	Notes
Amazon	amazon.com	N/A	Online	Specific Seller TBD
Etsy	etsy.com	N/A	Online	Specific Seller TBD
Menards	menards.com	3588 Page Ave Jackson, MI 49203	517-748-9063	
Sandy's Landscaping	sandyslandscape.com	4845 W. Michigan Ave Jackson, MI 49201	517-750-1870	
Upland Exhibits	https://www.uplandexhibits.com	N/A	Online Form	
Van Atta's	Vanattas.com	9008 Old M 78 Haslett, MI 48840	517-339-1142	

It is not required to use these specific vendors. The ones above were used to gather estimated cost information. Local vendors were suggested by the Grounds Team.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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-11 Board Linkage with Ownership

Subject: (Topic or focus for consideration)

5.0 Board Governance
5.1 Ownership Linkage Update

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

Linked is the updated Ownership Linkage Practice, History, & Plan.

Keith Everett Book continues to pursue a meeting with Henry Ford Jackson Hospital in 2026 (likely after the next CEO is selected).

Monica Moser of the Jackson Community Foundation (JCF) shared the community level data collected through the Jackson Collaborative Network's Community Assessment. Monica suggested utilizing this data to inform our Board's planning needs.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Review the Board's current Ownership Linkage activity and plan.

Ownership Linkage Practice
Board of Trustees
Jackson College, MI

Overview:
Ownership linkage work is pivotal for the Board of Trustees in its governance leadership work as it bridges the gap between governance and the Owners' aspirations for the community. Engaging in this process allows the Board to capture and integrate the nuanced perspectives and evolving priorities of those with a vested interest in the success of Jackson College, ensuring that governance decisions resonate with their core values.

This proactive, generative, strategic and future-focused engagement is vital in steering the organization's strategic trajectory, and underpinning decision-making with a deeper understanding of ownership expectations. It reinforces a culture of transparency and accountability within the Board's Policy Governance framework, strengthening trust and participation among Owners, as well as Stakeholders. Ultimately, Ownership Linkage is key in formulating policies and strategic directions that are not only responsive to the current regional ecosystem, but also reflective of the Owner's collective vision and future needs, thereby bolstering Jackson College's effectiveness and alignment with its fundamental mission.

In essence, the principal of Ownership Linkage is about effectively connecting with, understanding, and incorporating the perspectives of those with a moral stake in the success of Jackson College, into the governance process, aligning the Board's actions and decisions with the values and needs of its Owners, thereby enhancing the organization's effectiveness, relevance, and accountability.

According to Janice Moore, John Carver's Policy Governance model suggests several key purposes through the use of Ownership Linkage in effective governance:

- Clarifying Accountability - This process ensures that the Board genuinely represents and is accountable to the organization's 'Owners' - those with a moral investment in Jackson College's conduct and outcomes.
- Informing Decision-Making - Interacting with Owners provides the Board with critical insights that shape its decisions, particularly concerning the organization's goals and impacts.
- Ensuring Relevance and Responsiveness - Regular engagement with Owners ensures the organization remains aligned with their evolving needs, values, and expectations, adapting as necessary.
- Fostering Trust and Transparency - Ownership linkage demonstrates the Board's commitment to openness, building trust by showing that Owner perspectives are considered in decisions.

- Guiding Strategic Direction - Owner input is vital for aligning the organization's goals and strategies with Owner expectations and needs.
- Enhancing Board's Knowledge and Perspective - These activities expand the Board's understanding of the operational environment, aiding informed, strategic decisions.
- Balancing Diverse Interests - It assists the Board in balancing the varied interests within the Ownership, ensuring decisions reflect broader ownership interests.
- Building Engagement and Participation Culture - The practice encourages Owners to actively participate in governance and the organization's success.
- Creating a Feedback Loop - Establishes continuous feedback between the Board and Owners, enabling governance and organizational performance improvement.
- Supporting Policy Development - Owner input is crucial in developing and refining policies, especially those defining Jackson College's desired outcomes.

Defining the JC Owners:
As the Board considers who the Owners of Jackson College are, the Board asks itself the following:

1. Who has the long-term interest in the success of Jackson College – electors, taxpayers, citizens?
    a. Electors
        i. Electors in MI (individuals living in the College districts who are MI residents, US citizens, 18 years of age, and not currently serving a sentence in jail or prison) have the authority to hire and fire the Board.
        ii. Electors could be considered "legal Owners".
    b. Taxpayers
        i. Taxpayers have a financial interest in the College because as the College does well, then values, reasonably, improve – through an educated populous, etc.
        ii. If the College were to dissolve, the remaining assets would be distributed amongst the property taxpayers of Jackson County.
        iii. Taxpayers could be considered "funders", to which the College has an accountability.
    c. Citizens
        i. Not all citizens are electors or taxpayers. Not all electors are taxpayers.
    d. 2024 Consideration: The category of taxpayers encompasses those that are both citizens and electors, making 'taxpayers' the most inclusive Owner focus group to consider when defining and engaging the Owners of Jackson College.
    e. 2024 Board Conclusion: The Owners of Jackson College are the citizens of Jackson County.

Most Recent Ownership Linkage History:

From June of 2020 to December of 2025, with a wide reach into the community focus group meetings, the Trustees met with members, particularly Board members, of the below organizations.

<u>June 2020</u>
Jackson Preparatory & Early College

<u>February 2021</u>
Jackson Public Schools

<u>March 2021</u>
- Jackson County Chamber of Commerce (Part I)
- Vandercook Lake Board of Education

<u>January 2022</u>
- Jackson County Chamber of Commerce (Part II)
- Northwest Community Schools

<u>March 2022</u>
- East Jackson Schools
- Jackson Area Manufacturers Association

<u>May 2022</u>
- Summit Township Board
- Jackson City Council

<u>June 2022</u>
- Big Brothers Big Sisters of Jackson County
- Jackson County Board of Commissioners
- United Way of Jackson County

<u>July 2022</u>
- Jackson County Intermediate School District Board of Education

<u>October 2022</u>
- Jackson County Farm Bureau

Additional organizations that were unable to participate logistically during this same timeframe included:
- Queen of the Miraculous Medal Pastoral Council
- Lily Missionary Baptist
- Jackson Enterprise Group
- Jackson Young Professionals Board

Two organizations that declined participation included:
- Blackman Township Board

- Liberty Township Board

October 2025
- Meeting: Accelerate Jackson

December 2025
- Data Share: Jackson Community Foundation shared the Jackson Collaborative Network's Community Assessment.

Organizations / Groups to possibly include for future ownership linkage:
- Queen of the Miraculous Medal Pastoral Council
- Lily Missionary Baptist
- Jackson Enterprise Group
- Jackson Young Professionals Board
- Township Boards
- Vista Grand Villa
- School Principals
- Technicians
- Henry Ford Jackson Hospital Board
- Nurses
- Jackson Catholic Schools
- Rotary
- Lions
- Kiwanis
- Frist Responders – Police, Sheriff, and Fire Departments
- Jackson County Chamber Leadership Jackson

Ownership Linkage Methodologies:
There are a variety of methodologies that the Jackson College Board of Trustees can use in order to gather relevant, forward-thinking, future-focused insights that can assist the Board in its ENDS policy development that will ultimately require the Chief Executive Officer's attention and delivery. The means of gathering this important information can be used concurrently, over months or over many years. Finally, the collection of Ownership Linkage is not required to acquisition each year. Indeed, there should be sufficient time provided to the CEO in order to effectuate changes to ENDS policy statements as they are updated by the Board. Tools for Ownership Linkage information gathering include:

- Owner Advisory Groups: The methodology involves creating groups made up of Owners to provide advice and share their views on specific matters.
- In-depth Interviews and Focus Groups: Individual interviews offer rich, nuanced data, while focus groups leverage the dynamic of group interaction to extract diverse perspectives and deeper insights into collective behaviors and attitudes.
- Digital Footprint Analysis and Social Media Scrutiny: Leveraging sophisticated tools to scrutinize online interactions and social media engagements can yield insights into prevailing trends, preferences, and public opinions.

- Examination of Public Archives and Existing Datasets: Utilizing pre-existing data from public domains or prior research studies can furnish valuable insights without necessitating primary data collection.
- Crowdsourcing Techniques: Engaging distributed crowds through platforms like Amazon Mechanical Turk or utilizing social media networks enables the aggregation of extensive data sets from diverse demographics.
- Interactive Workshops and Community Dialogues: Facilitating forums where participants can engage in collective deliberation and feedback offers unique insights, particularly for community-focused initiatives.
- Targeted Polling Methods: Conducting succinct polls, whether digitally, telephonically, or face-to-face, provides immediate feedback on specific queries, although with a potential trade-off in depth for speed.
- Direct Conversations: Talking to Owners in person, like at casual café meetups or formal annual meetings, to get their thoughts and feedback.
- Informed Opinion Polls: Bring together a group of representative Owners, give them detailed information on certain topics, and then ask for their opinions.
- Special Invitee Meetings: Ask important people or experts in the Owner group to meet and talk about specific issues in depth.
- Quick On-the-Spot Surveys: Do short surveys in places where people naturally gather, like malls or parks, to get quick opinions.
- Visiting Established Groups: Go to places where people already meet, like community centers or churches, to talk and listen to their views.
- Collaboration with Similar Boards: Work together with other boards that have similar types of Owners to understand what's important to them.

What to Ask JC Owners:
The following list is designed to elicit detailed and forward-looking responses from the Ownership of Jackson College, guiding its strategic direction and ensuring alignment with the community's evolving needs:

1. Adapting Curriculum to Future Trends: "How should our Jackson College modify its curriculum to align with technological advancements and societal changes expected over the next decade?"
2. Enhancing Lifelong Learning Opportunities: "What approaches should Jackson College take to bolster lifelong learning and adult education, in response to the growing demand for continuous skill development in a rapidly evolving world?"
3. Global Perspective Integration: "What methods can Jackson College employ to incorporate global perspectives into its programs, preparing students for a globally interconnected society?"
4. Community College's Role in Digital Shifts: "In the context of widespread digital transformation across industries, what should be Jackson College's role in facilitating our community's adaptation to these changes?"
5. Emphasizing Sustainability Education: "Given the increasing concerns about environmental sustainability, what level of focus should Jackson College place on environmental education and sustainable practices?"

6. Mental Health Support Initiatives: "What initiatives or programs should be implemented by Jackson College to enhance student mental health and overall well-being?"
7. Promoting Equity and Social Justice: "What measures can Jackson College take to actively foster equity and social justice in our community?"
8. Collaborative and Experiential Learning Models: "What is your viewpoint on Jackson College developing partnerships with businesses and industries to provide experiential, hands-on learning opportunities?"
9. Focus on Emergent Study Fields: "Which emerging study fields should Jackson College prioritize to equip students for the future job market?"
10. Improving Community Feedback Mechanisms: "How can we better our feedback systems to ensure continuous alignment with community needs and effective adaptation to future challenges and opportunities?"
11. Addressing Changing Demographics: "What strategies should Jackson College implement to adapt its services and programs to the evolving demographic composition of our community in the next decade?"
12. Role of Artificial Intelligence in Future Education: "What role do you envision for artificial intelligence in the future educational landscape, and how should Jackson College prepare for this integration?"
13. Fostering Entrepreneurial Capabilities: "How critical is it for Jackson College to nurture entrepreneurial skills in students, and what specific initiatives would you suggest for this purpose?"
14. Developing Student Resilience: "In an era marked by uncertainties, how can Jackson College contribute to cultivating resilience and adaptability in its students?"
15. Cultural Competence Enhancement: "What strategies should Jackson College employ to boost cultural competence and global awareness amongst students in a diversifying world?"

Schedule for Ownership Linkage: FY’26 - FY’28:

FY’26

- In-depth Interviews – Ask: Group selects strategies that the College could execute.
  Proposed interviewee:
  - Accelerate Jackson County Board (10.13.25)
  - Jackson Community Foundation Board (data share)
  - Henry Ford Jackson Hospital Board (scheduling)

FY’27

- In-depth Interviews – Ask: Group selects strategies that the College could execute.
  Proposed interviewee:
  - 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.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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 (#4) Board's ENDS
ENDS: EN-01 (#5) Board's ENDS
EXECUTIVE LIMITATION: EL-01 Treatment of Learners
EXECUTIVE LIMITATION: EL-02 Treatment of Employees
EXECUTIVE LIMITATION: EL-13 Use of AI & Machine Learning
EXECUTIVE LIMITATIONS: EL-04 Financial Conditions & Activities
GOVERNANCE PROCESS: GP-13 Special Rules of Order
BOARD-CEO DELEGATION: BCD-02 Accountability of the CEO
BYLAWS

Subject: (Topic or focus for consideration)

6.0 Consent / Required Approval Agenda
- 6.1 Adoption of Minutes
  - 6.1.1 Regular Board Meeting, Dated 11.03.25 *
  - 6.1.2 Board Fall Planning Session, Dated 11.17.25 *
  - 6.1.3 Special Board Meeting, Dated 12.12.25 *
- 6.2 ENDS
  - 6.2.1 EN-01 (#5) Board's ENDS – Policy Review *
  - 6.2.2 EN-01 (#4) Board's ENDS – Interpretations Assessment *
- 6.3 Executive Limitations
  - 6.3.1 EL-01 Treatment of Learners – Policy Review *
  - 6.3.2 EL-02 Treatment of Employees – Policy Review *
  - 6.3.3 EL-13 Use of AI & Machine Learning – Policy Alignment / Elimination *
- 6.4 Governance Process
  - 6.4.1 GP-13 Special Rules of Order – Policy Review *
- 6.5 Board-CEO Delegation
  - 6.5.1 BCD-02 Accountability of the CEO – Policy Review *
- 6.6 Line of Credit Re-authorization *
- 6.7 JPEC Board of Governors Nomination Approval *

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

Linked are the minutes of the most recent meetings 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 its regular review is Board ENDS policy EN-01 (#5), to which policy pre-review Trustees (Chairwoman Patterson, Trustee Heins, Trustee Thomas) and I do not recommend any changes at this time.

Enclosed for the Board's assessment are my revised interpretations for Board ENDS policy EN-01 (#4). You will note that there are interpretations for 2026 and also draft interpretations for 2027. This outlines my efforts toward more quantitative indicators of achievement over the course of the next 2 years.

Enclosed for their regular review are Board Executive Limitation policies EL-01 Treatment of Leaners and EL-02 Treatment of Employees, into which I propose integrating relevant elements from Board Executive Limitations policy EL-13 Use of AI & Machine Learning and then eliminating EL-13 as a stand-alone policy.

Enclosed for their regular review are Board Governance Process policy GP-13 Special Rules of Order, which policy pre-review Trustees (Chairwoman Patterson, Trustee Heins, Trustee Thomas) and I recommend a minor clarifying amendment.

Linked also is the Board-CEO Delegation policy BCD-02 Accountability of the CEO, to which policy pre-preview Trustees (Chairwoman Patterson, Trustee Heins, Trustee Thomas) and I do not recommend any changes at this time.

Enclosed for your consideration is our annual resolution to authorize a line of credit for Jackson College which would allow us to secure funds for college operations, or to pay previous loans obtained for college operations, under the Community College Act. (The affidavit of posting notice is also enclosed here. This was posted on 01.02.26 by the Chief of Staff.) Note that I would only make use of this funding for either temporary cash flow purposes, or emergency operational considerations, and would obtain approval from the Board prior to doing so.

Lastly, enclosed for the Board's consideration is the JPEC Academy Board's nomination of Angela Corts to serve as a new member of the JPEC Board of Governors. I will have met with Angela by this meeting and have a recommendation.

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

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

Requested Board Action: (If any)
Consideration of approving Board Meeting Minutes 11.03.25, 11.17.25, and 12.12.25; approval of ENDS policy EN-01 (#5); assessment of my interpretations of ENDs policy EN-01 (#4) as reasonable; approval of Executive Limitation policies EL-01 and EL-02 as amended and elimination of EL-13; approval of Board Governance Process policy GP-13 as amended; approval of Board-CEO Delegation policy BCD-02; approval of resolution to re-authorize a line of credit; and approval of the nomination of Angela Corts to serve on the JPEC Board of Governors.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Jackson College
Board of Trustees

Interpretations Assessment:
EN-01 Board's ENDS (#4)

Report Date: 01.12.26

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

POLICY STATEMENT:

4. Learners develop life and workplace skills.

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

2026 INTERPRETATION:

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

This is reasonable because learners have access to technical knowledge with~~out~~ context in the broader economic and social ecosystem of the United States. ~~is insufficient for a learner to be successful.~~

DRAFT 2027 INTERPRETATION:

As CEO, I interpret "gain the skills necessary" to mean that learners make measurable progress, during their time at Jackson College, in developing the competencies required to function successfully and responsibly in civic, personal, and professional contexts; I further interpret "responsible citizens" to be individuals who understand and act upon their ethical, social, and civic obligations; I interpret "productive lives" to mean learners apply their education toward meaningful employment, ongoing education, or active societal contribution; and I interpret "thrive in society" to mean that learners demonstrate resilience, adaptability, and the capacity for lifelong learning, equipping them to meet personal and professional challenges in a complex world.

Quantitative Indicators of Achievement:

- At least 75% of reporting graduates will acknowledge that Jackson College contributed significantly to their development as responsible citizens and productive contributors to society, as measured through post-graduate surveys administered within 2 years of completion.

- At least 75% of program-level assessment reports will show that students demonstrated competencies tied to ethical reasoning, social responsibility, and civic engagement, as defined by institutional learning outcomes.
- Employer and internship supervisor surveys will indicate that at least 70% of respondents rate Jackson College graduates as "well-prepared" in professionalism, teamwork, and community responsibility.
- Data from the National Student Clearinghouse and other follow-up tools will show that at least 75% of graduates are employed, pursuing further education, or engaged in service (e.g., military, public service, or caregiving) within one year of program completion.
- At least 75% of student respondents, participating in co-curricular activities (e.g., leadership programs, service learning, or civic events) report growth in personal responsibility, civic awareness, and social engagement through validated rubrics or reflections.

This is reasonable because it demonstrates appropriate tracking of our student success in both quantitative and qualitative metrics. It is also consistent with national practice with existing commissions.

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

2026 INTERPRETATION:

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

The achievement of this ENDS Statement is validated when:

a) Rubrics developed by the faculty (and third party) identify the development of these three skills are approved by the assessment committee.

b) Instructional program review, completed every five years, wherein goals, success data and analysis related to these three skills are shared with the Academic Council and approved by Deans, demonstrates knowledge gains in the aforementioned areas.

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

DRAFT 2027 INTERPRETATION:

As CEO, I interpret “significant gains” to mean that learners demonstrate measurable and meaningful improvement in the areas of critical thinking, problem solving, and written communication from the time they enter Jackson College to the time they complete a degree or certificate. These skills are essential to learner success in academic, career, and civic settings, and their development must be intentionally embedded in the design and delivery of all academic programs; Additionally, I interpret critical thinking as the ability to analyze, evaluate, and synthesize information to form reasoned judgments and make evidence-based decisions; I interpret problem solving as the capacity to identify issues, assess possible approaches, and apply appropriate methods to develop and implement solutions; and I interpret written communication as the ability to organize and clearly express ideas in written form tailored to context, audience, and purpose. Gains in these skills will be assessed through valid, reliable instruments and institutional processes that track student learning over time and confirm skill development.

Quantitative Indicators of Achievement:

- At least 75% of students completing a degree or certificate will meet or exceed benchmark expectations in two or more of the three skill areas, as measured by institutionally approved rubrics applied to embedded course assignments, capstone projects, or other direct assessments.
- Annual academic assessment reports, compiled and reviewed by faculty and the assessment committee, will show that at least 75% of assessed general education and program-level courses meet or exceed expectations in one or more of the targeted skill areas.
- Instructional program reviews, conducted on a five-year cycle, will include analysis and documentation of learning gains in critical thinking, problem solving, and written communication, and these findings will be reviewed by the Academic Council and approved by academic leadership.
- When available and appropriate, third-party or nationally normed assessments (e.g., CLA+, ETS Proficiency Profile) will be used to validate internal findings and support continuous improvement.
- Graduate and employer surveys will show that at least 75% of respondents indicate Jackson College graduates are proficient in one or more of the three targeted skill areas.

This is reasonable because it demonstrates appropriate tracking of our student success in both quantitative and qualitative metrics. It is also consistent with national practice with existing commissions.

4.1.2 Learners have opportunities to develop leadership skills.

2026 INTERPRETATION:

Achievement of this ENDS statement will be demonstrated when:

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

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

DRAFT 2027 INTERPRETATION:

As CEO, I interpret “have opportunities to develop leadership skills” to mean that Jackson College provides intentional and accessible experiences, both within and outside of academic programs, through which students may build and practice key leadership competencies; I interpret “leadership skills” as a set of behavioral and interpersonal competencies that enable individuals to influence, guide, and collaborate effectively with others toward shared goals. These include, but are not limited to: time management, accountability, effective communication, initiative, prioritization, problem solving, motivation, resilience, and relationship-building.

Quantitative Indicators of Achievement:

- At least 75% of academic programs will include learning outcomes or course-level experiences that provide students with opportunities to develop one or more leadership-related competencies.
- At least 75% of all students will have access to at least one documented co-curricular leadership opportunity annually, such as student government, clubs, athletics, peer mentoring, or leadership workshops.
- A minimum of 30% of credential-seeking students will engage in one or more structured leadership development experiences prior to program completion, as tracked through institutional participation records.
- Students participating in structured leadership opportunities will show growth in at least two targeted competencies, with at least 75% of participants demonstrating improvement through validated rubrics, reflections, or pre/post self-assessments.
- Student satisfaction surveys will show that at least 75% of respondents who participated in leadership development opportunities agree that the experience enhanced their leadership skills.

This is reasonable because it demonstrates appropriate tracking of our student success in both quantitative and qualitative metrics. It is also consistent with national practice with existing commissions.

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

2026 INTERPRETATION:

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

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

DRAFT 2027 INTERPRETATION:

As CEO, I interpret this policy to mean that Jackson College must offer a diverse range of cocurricular programs that extend beyond the traditional classroom and provide students with opportunities to engage, grow, and succeed through structured, meaningful experiences; I interpret “cocurricular opportunities” to include intercollegiate athletics, student clubs and organizations, leadership programming, residential life activities, service learning, wellness initiatives, and other structured experiences that complement the academic mission of the college; I further interpret “favorably impact the lives of the participants” to mean that these experiences contribute to student development, well-being, engagement, sense of belonging, persistence, and/or academic success. Participation is voluntary, but such opportunities must be readily available, inclusive, intentionally designed, and periodically assessed for effectiveness and relevance.

Quantitative Indicators of Achievement:

- At least 75% of students enrolled in on-campus or hybrid programs will have access to at least three distinct cocurricular opportunities annually, such as student organizations, athletics, residence life programming, or leadership development events.
- A minimum of 30% of credential-seeking students will participate in at least one cocurricular activity during their enrollment at Jackson College, as documented through institutional engagement records.
- Athletics participation data will show that at least 75% of student-athletes remain in good academic standing and persist term-to-term, demonstrating the positive connection between athletics and student success.
- Students living in campus housing will have access to a structured calendar of educational, social, and wellness programs, with at least 75% of responding

student residents reporting satisfaction with the quality and impact of these activities.

- Student feedback surveys will indicate that at least 75% of responding cocurricular participants agree or strongly agree that their involvement contributed positively to their college experience and personal development.

This is reasonable because it demonstrates appropriate tracking of our student success in both quantitative and qualitative metrics. It is also consistent with national practice with existing commissions.

5

Governance Process | ENDs

Board – CEO Delegation | Executive Limitations

JACKSON COLLEGE
BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Learners
Policy Number: EL 01
Date Adopted: 11.11.19

Version: 5.0
Date Last Reviewed: 09.08.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Heins, &
Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

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

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

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

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

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

   ~~1.2.~~1.3. Neglect to provide relevant awareness of AI, its strengths, limitations, and responsibility for its use.

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

   2.1 Neglect protection for individual privacy and security by misuse of AI.

~~2.~~3. Permit student services, admission, registration, evaluation, or recognition processes or policies that are not merit-based.

~~3.~~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.
   ~~3.1.~~4.1. Retaliate against any learner for non-disruptive expression of dissent.

~~4.~~5. Permit learners to be uninformed of learner rights and responsibilities, including expectations for learner behaviour, and the consequences of failure to adhere to the expectations.

~~5.~~6. Permit decisions affecting learners to be taken without appropriate notification to learners.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
9.12.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed regular review – amended throughout – addition of 6.1	CGO
9.9.24	3.0	Regular Review – regrouping and consolidation of policy items 5 and 7.	CGO
3.17.25	4.0	Federally mandated compliance amendments.	CGO
9.8.25	5.0	Federally mandated compliance amendments.	CGO

JACKSON COLLEGE
BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Treatment of Employees
Policy Number: EL 02
Date Adopted: 11.11.19

Version: 5.0
Date Last Reviewed: 09.08.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson,
Trustee Heins,
Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

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

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

1. Allow employees to be without human resource policies.
   1.1. Permit employees to be without adequate protection from harassment and bias.
   1.2. Permit employees to be uninformed of the performance standards by which they will be assessed.
   1.3. Permit employees to be without a means by which to file a grievance / complaint independent of the College.
2. Use methods of collecting, reviewing, storing or transmitting employee information that unreasonably protect against improper access to personal information.
   2.1 Neglect protection for individual privacy and security by misuse of AI.

~~2.~~3. Permit workplace conditions which do not comply with current collective bargaining agreements or the rules and regulations pertaining to staff and faculty labor unions or union labor agreements.

~~3.~~4. Retaliate against any employee for non-disruptive expression of dissent as described within College policy.

5. Permit employees to be without reasonable opportunity for professional growth and development.

   ~~4.0.~~5.1. Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use.

Date Of Change	Version	Description of Change	Responsible Party
11.11.19	1.0	First release following Policy Governance consulting work.	Chief of Staff
4.11.22	1.0	Regular Review – Approved	CEO
1.8.24	2.0	Postponed Regular Review – amendments throughout – addition of 1.3	CGO
9.9.24	3.0	Regular Review – minor reference to College policy addition in item 3.	CGO
3.17.25	4.0	Federally mandated compliance amendments	CGO
9.8.25	5.0	Federally mandated compliance amendments. “Staff” updated to “employees”.	CGO

Governance Process | ENDs | Board – CEO Delegation | Executive Limitations

JACKSON COLLEGE
BOARD OF TRUSTEES POLICY

Policy Type: EXECUTIVE LIMITATIONS

Policy Title: Use of Artificial Intelligence and Machine Learning
Policy Number: EL 13
Date Adopted: 02.17.25

Version: 2.0
Date Last Reviewed:10.13.25
Responsible Party: Chief Governance Officer

Reviewing Committee: Chairwoman Patterson, Trustee Heins, Trustee Thomas

EXECUTIVE LIMITATIONS STATEMENT:

The CEO shall not cause or allow the use of Artificial Intelligence (AI) and machine learning technologies to deviate from ethical standards, compromise privacy, or fail to align with the Board's Ends priorities and the institution's mission.

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

1. Avoid ethical and legal compliance regarding AI utilization. – Proposed relocation to EL-05 Asset Protection (up for policy review in May 2026)

2. Neglect protection for individual and institutional privacy and security. – Proposed relocation to EL-01 Treatment of Learners and EL-02 Treatment of Employees (up for policy review in January 2026)

3. Operate AI systems without transparency and accountability for use. – Proposed relocation to EL-05 Asset Protection (up for policy review in May 2026)

4. Fail to consider the impact of AI on education and employment. – Approved Relocation to EN-01 (#1-3) at the 11.03.25 Board meeting.

5. Neglect to provide relevant and ongoing training and awareness of AI, its strengths, limitations, and responsibility for its use. – Proposed relocation to EL-01 Treatment of Learners and EL-02 Treatment of Employees (up for policy review in January 2026)

Date Of Change	Version	Description of Change	Reviewing Trustees
02.17.25	1.0	Adoption	CGO
03.17.25	1.0	Reviewed for federally mandated compliance. No changes made.	CGO
06.09.25	2.0	Removal of sub-policy agenda items. Integration of those into interpretations.	CGO
10.13.25	2.0	Regular Review (new review process) – Approved without edits.	CGO

JACKSON COLLEGE
BOARD OF TRUSTEES POLICY

Policy Type: GOVERNANCE PROCESS

Policy Title: Special Rules of Order
Policy Number: GP 13
Date Adopted: 06.08.20

Version: 4.0
Date Last Reviewed: 03.17.25
Responsible Party: Chief Governance Officer (CGO)

Reviewing Committee: Chairwoman Patterson,
Trustee Heins,
Trustee Thomas

GOVERNANCE PROCESS STATEMENT:

The Jackson College Board of Trustees meetings will be conducted in an orderly, effective process, led and defined by the Board Chair/ Chief Governance Officer (CGO).

1. All by-law obligations respecting Board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Trustees will not present an item for action or discussion at a Board meeting if it is not on the agenda, unless otherwise approved by a majority vote of the Board.
4. Meeting order and decorum shall be maintained and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
5. Trustees must keep their comments relevant to the issue under consideration.
6. Board meetings will be conducted at a level of informality considered appropriate by the Board Chair.
7. Proposals that the Board take action, or decide a particular matter, shall be made by main motion of a Trustee, discussed, and then voted on. Motions do not require a second to proceed to discussion and subsequent vote.
   - 7.1. The Chair may, to the same extent as any Board member, make motions, engage in debate, or vote on any matter to be decided.
   - 7.2. A motion to amend a main motion may be amended, but third level amendments are out of order.

7.3. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.

8. Trustees may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.
9. A vote on a motion shall be taken when discussion ends but any Trustee may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
10. A majority vote will decide all motions before the Board excepting those matters in the by-laws which oblige a higher level of approval.

10.1. A decision to discontinue the Board's use of Policy Governance can occur only by a supermajority (i.e., Two-thirds) vote of the entire Board (i.e., Five members of the Board).

11. Board decisions about policies and revisions to policies will be considered first by the Board members assigned for pre-review of the policies, with the second reading occurring during the actual Board meeting. If approved, it has immediate effect.

11.1. All Board-approved policies must pass legal review for compliance with Title VI and federal non-discrimination mandates.

~~11.1.~~11.2. To assist the full Board of Trustees in their work of annual policy review, Trustees will be assigned specific policies to which they will lend their enthusiasm, experience, and/or expertise toward a pre-review, a schedule for which is made available to the Board.

12. A motion to adjourn a Board meeting may be offered by any Trustee or, on the conclusion of all business, adjournment of the meeting may be declared by the Board Chair.
13. A Trustee may request to have his or her vote on the record.
14. When further rules of order are to be developed by the Board, the Board will consider Robert's Rules of Order for Small Boards & Assemblies as a resource guide.

Date Of Change	Version	Description of Change	Responsible Party
06.08.20	1.0	First release following Policy Governance consulting work.	Chief of Staff
11.14.22	1.0	Regular Review – Approved	CEO
11.13.23	2.0	#3 was revised to include a majority vote prevision and #12 was revised to align with current practices.	CGO
11.4.24	3.0	Elimination of reference to consensus voting.	CGO

3.17.25	4.0	Federally mandated compliance amendments.	CGO

BOARD RESOLUTION TO ESTABLISH COMMUNITY COLLEGE LINE OF CREDIT

Jackson College, Michigan (the "Issuer")

A regular meeting of the board of trustees of the Issuer (the "Board") was held in the Bert Walker Hall Community Room 144, within the geographic boundaries of the Issuer, on the 12th day of January, 2026, at ______ o'clock in the p.m. (the "Meeting").

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

Present: Trustees

Absent: Trustees

The following preamble and resolution were offered by Trustee __________ and supported by all Trustees:

WHEREAS:

1. Section 127 of 1966 PA 331, as amended (the "Community College Act"), authorizes this Board to obtain a line of credit to secure funds for college operations or to pay previous loans obtained for college operations under the Community College Act or any other statute; and

2. As security for the proposed line of credit, the Board is authorized to pledge an allocation of fees and charges required to be paid by students enrolling with the Issuer for that fiscal year for repayment of funds received pursuant to the line of credit; and

3. The Community College Act requires that a Line of Credit be subject to the Revised Municipal Finance Act, as amended, (the "Act"); and

4. Five percent (5%) of estimated Issuer fiscal year 2024-2025 operating expense is $2,712,100; and

5. The process of soliciting bids by publishing a notice of sale in a publication as specified in Section 309(2) of the Act is prohibitively more expensive than solicitating one or more bids.

6. The Issuer has obtained a bid from County National Bank, Hillsdale, Michigan (the "Bank") to fund the line of credit with a fixed interest rate of six and eight hundred seventy-five (6.875%) per annum, with monthly payments of interest and with principal and then-unpaid interest due at final maturity, with a Bank fee of $10,000 (the "Bid").

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Based upon expense considerations associated with publishing a notice of sale, as specified in Section 309(2) of the Act, the Board ratifies and affirms the administration's solicitation of the Bid from the Bank.

2. This Board does hereby determine that it is in the best interest of the Issuer and its fiscal operation for the calendar year 2026 to accept the Bid of the Bank and to obtain a line of

credit to secure funds for college operations and/or to pay previous loans obtained for college operations.

3. This Issuer shall secure a line of credit with the maximum available borrowing amount of not to exceed Ten Million Dollars ($10,000,000), or such lesser amount as reduced by a member of the administrative staff or the by Board of Issuer, and shall issue its line of credit obligation (the "Line of Credit") therefor. The Issuer hereby appropriates a sufficient amount of its fees and charges paid by students enrolling with the Issuer, which in the Issuer's 2025-2026 academic year is expected to be $ 29,687,330, of which $ 17,623,810 has already been received by the Issuer, to repay the principal of and interest on the Line of Credit. In addition, the full faith and credit of the Issuer is hereby irrevocably pledged for payment of the proposed Line of Credit, and in case of insufficiency of fees and charges paid by students enrolling with the Issuer, the Issuer shall pay the Line of Credit as a first budget obligation from any funds legally available therefor, and, if necessary, levy taxes on all taxable property of the Issuer for the payment thereof, subject to applicable constitutional, statutory and charter tax rate limitations, all pursuant to the Community College Act. That full faith and credit pledge is subordinate to any encumbrances or tax levies pledged or to be pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to the Act. The Line of Credit shall not be considered the indebtedness of the State of Michigan, and the obligation shall carry a statement to that effect.

4. Said Line of Credit shall be dated January 1, 2026, shall bear interest on the outstanding balance of any draws against that Line of Credit ("Draws") made by the Issuer from the date of that Draw until that Draw or portion of Draw is paid, at a rate not exceeding six and eight hundred seventy-five thousandths percent (6.875%) per annum on the balance remaining unpaid. The total of all Draws outstanding at any one time against the Line of Credit shall not exceed $10,000,000. Interest shall be payable to the Registered Owner monthly on the first day of each month during the life of the Line of Credit, until the outstanding Draw amounts are fully paid, in lawful money of the United States of America, at such bank or trust company in the State of Michigan as shall be designated by the original purchaser of the Line of Credit, which paying agent qualifies as such under the statutes of the State of Michigan or of the Federal Government. The principal amount of any Draw shall be due and payable on or before December 31, 2026. In the discretion of the Issuer, principal payments on any Draw occurring before December 31, 2026, may be made in whole or in part. If more than one Draw against the Line of Credit is made, those Draws shall be numbered serially from 1 upwards, and any payments made prior to maturity shall be applied to the Draws in direct numerical order. Draws shall be issued in minimum denominations of $100,000 or increments of $1,000 in excess of $100,000. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws maximum principal amount of the Line of Credit.

5. The form of the Line of Credit shall be in substantially the form set forth and attached hereto as Exhibit A, as may be modified by the President and Chief Financial Officer, and the form of any Draw against the Line of Credit shall be in the form set forth and attached hereto as Exhibit B, as may be modified by the President or the Chief Financial Officer.

6. A member of either the administrative staff or the Board of the Issuer is hereby authorized and directed to file a certified copy of this resolution with the authorized representative of the Michigan Department of Treasury for and on behalf of the Issuer, along with an application for an order waiving the requirement for a credit rating for the Line of Credit, any other

documentation required by the Michigan Department of Treasury for that purpose, and to pay any applicable fee therefor from the Issuer's General Fund.

7. The Line of Credit and any related Draw shall be executed by the President and Chief Financial Officer of the Issuer. The Board Chair and the Board Vice Chair of the Issurer may sign in the place of either the President or the Chief Financial Officer.

8. The Board acknowledges that the interest on the Line of Credit and the Draws is not exempt from federal income taxation.

9. Within fifteen (15) business days after issuance of the Line of Credit, the Board hereby authorizes and directs the Chief Financial Officer to cause to be filed with the Michigan Department of Treasury any and all documentation and pay any statutory fees required subsequent to the issuance of the Line of Credit. Further, within fifteen (15) business days after any Draw against or payment on the Line of Credit, the Board hereby directs the Chief Financial Officer to file with the Michigan Department of Treasury information required by the Michigan Department of Treasury regarding the same.

10. The President, Chief Financial Officer, Board Chair, and Vice Chair are each further authorized to submit a request for waiver of credit rating in relation to the Line of Credit and execute any documents or certificates necessary to complete the transaction. Any of those officers may designate, in writing, an individual to act in their place with respect to the powers conveyed in this paragraph.

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

THRUN LAW FIRM, P.C.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

____

Chair, Board of Trustees

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

____

Chair, Board of Trustees

CJI/sdt

EXHIBIT A

UNITED STATES OF AMERICA
STATE OF MICHIGAN
JACKSON COLLEGE
2026 LINE OF CREDIT NOTE

Rate	**Maturity Date**	**Date of Original Issue**
	December 31, 2026	**January 1, 2026**

Registered Owner:
Maximum Principal Amount:

Jackson College, State of Michigan (the "Issuer"), for value received, hereby promises to pay to the Registered Owner specified above, or registered assigns, pursuant to this line of credit note (the "Note"), the Maximum Principal Amount specified above, or so much of such sum as shall be advanced from time to time by the Registered Owner hereunder to the Issuer in one or more draws (the "Draws"), payable on or before December 31, 2026, with interest thereon from the date of any Draw until paid, in arrears, on the first business day of each month in which any or all of the Maximum Principal Amount remains outstanding at the Rate specified herein, based on a 360-day year, 30-day month. In the discretion of the Issuer, principal payments on any Draw occurring before December 31, 2026, may be made in whole or in part. This Note and the associated Draws shall be issued in minimum denominations of $100,000 and in $1,000 increments in excess of $100,000.

Draws against this Note are subject to the right of the Issuer to pay the same in whole or in part, without premium or penalty, at any time prior to maturity. The Registered Owner shall permit Draws against this Note at any time and from time to time, prior to December 31, 2026, in such amounts as the Issuer shall request, by delivery of a Request for Disbursement substantially in the form of Attachment A hereto, in denominations of not less than the minimum denomination described herein and not to exceed in aggregate at any time the outstanding Maximum Principal Amount. The Registered Owner shall fund such Draws to the Issuer under this Note on the date of receipt of such Request for Disbursement if received no later than 3:00 p.m. Detroit, Michigan time on a business day, and on the next business day if received after 3:00 p.m. Detroit, Michigan time, provided, in each case, that all of the conditions for such Draw set forth in the Note have been satisfied, and provided that the amount requested shall not cause the total principal amount outstanding under this Note to exceed the Maximum Principal Amount. In the event of repayment of said previous Draws, such repaid amounts shall be available for re-draw, not to exceed in aggregate with other outstanding Draws the Maximum Principal Amount.

This Note and the Draws hereunder are issued under the provisions of Section 127 of Act 331, Public Acts of Michigan, 1966, as amended, and Act 34, Public Acts of Michigan, 2001, as amended, for the purpose of providing money for college operations, or to pay previous obligations incurred for college operations under any statute. The Issuer hereby pledges for the payment of this Note and the Draws hereunder the monies to be received by it from fees and charges paid by students enrolling with the Issuer. As additional security, the Issuer has pledged the full faith, credit, and resources of the Issuer and, in the event of the unavailability or insufficiency of fees and charges paid by students enrolling with the Issuer for any reason, this Note and the Draws thereon are payable from tax levies within the Issuer's constitutional, statutory, and charter limitations or from unencumbered funds of the Issuer. The pledge of the full faith, credit and resources is subordinate to any encumbrances of tax levies pledged for the payment of tax anticipation notes issued or to be issued by the Issuer pursuant to Act 34, Public Acts of Michigan, 2001, as amended. This Note and any Draws thereon shall not be consideration of indebtedness of the State of Michigan.

The Issuer agrees that the Registered Owner has the right to sell, assign, or grant participations or any interest in, any or all of the Note, and that, in connection with this right, but without limiting its ability to make other disclosures to the full extent allowable, the Registered Owner may disclose all documents and information which the Registered Owner now or later has relating to the Issuer or the Note. However, any such sale, assignment or grant of participation or interest, as well as any re-sale, re-assignment, or re-grant of participation or interest of any level, must be noticed to the Issuer in writing prior to the effective date, and the Registered Owner is solely responsible for compliance with the obligations of Rule 15c2-12 of the Securities and Exchange Commission regarding sale to limited numbers of sophisticated investors.

THIS NOTE IS MADE IN THE STATE OF MICHIGAN AND SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE INTERNAL LAWS OF THE STATE OF MICHIGAN, WITHOUT REGARD TO CONFLICT OF LAWS PRINCIPLES.

THIS LINE OF CREDIT NOTE HAS NOT BEEN REGISTERED UNDER THE SECURITIES ACT OF 1933, AS AMENDED, OR THE MICHIGAN UNIFORM SECURITIES ACT, AS AMENDED, IN RELIANCE UPON EXEMPTION THEREUNDER. ANY RESALE OR OTHER TRANSFER OF THIS LINE OF CREDIT NOTE OR ANY DRAW RELATED THERETO MAY BE MADE ONLY UPON REGISTRATION UNDER SUCH ACTS OR IN AN EXEMPT TRANSACTION UNDER SUCH ACTS AND UPON COMPLIANCE WITH THE CONDITIONS SET FORTH HEREIN AND MAY BE OFFERED AND SOLD ONLY IF REGISTERED PURSUANT TO THE PROVISIONS OF THOSE ACTS OR IF AN EXEMPTION FROM REGISTRATION IS AVAILABLE.

THRUN LAW FIRM, P.C.

It is hereby certified and recited that all acts, conditions, and things required by law, precedent to and in the issuance of this Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Note, does not exceed any constitutional, statutory, or charter limitation.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Note to be signed in the name of the Issuer by its College President and Chief Financial Officer, as of ____________________, 2026.

Jackson College
State of Michigan

By ______________________________
Daniel J. Phelan
President

And ______________________________
Michael Desnoyer
Chief Financial Officer

THRUN LAW FIRM, P.C.

ATTACHMENT A

REQUEST FOR DISBURSEMENT

The Issuer hereby requests that the Registered Owner fund a Draw to it in the sum of:

$ ____________________

pursuant to the $________________ 2026 Line of Credit Note dated January 1, 2026 (the "Note") for deposit to __________ Bank, account no. ______________________________,

and in connection therewith the Issuer certifies that after giving effect to the requested Draw the total principal amount of Draws outstanding under the Note will not exceed the Maximum Principal Amount.

Capitalized terms used but not defined herein shall have the meanings set forth in the Note.

JACKSON COLLEGE
STATE OF MICHIGAN

By:
____

Dated: __________________, 20____

Name:
____

Its:
____

By:
____

Name:
____

Its:
____

Approved by:
____

EXHIBIT B

UNITED STATES OF AMERICA
STATE OF MICHIGAN
JACKSON COLLEGE
DRAW No. ___ AGAINST 2026 LINE OF CREDIT NOTE

<u>**Rate**</u>	<u>**Maturity Date**</u> **December 31, 2026**	<u>**Date of Original Issue**</u>

REGISTERED OWNER:
PRINCIPAL AMOUNT:

Pursuant and subject to the terms and conditions of the associated 2026 Line of Credit Note, dated ______________ (the "Note") of Jackson College, State of Michigan (the "Issuer"), the Issuer does hereby draw against the Note (the "Draw") and promises to pay the Registered Owner specified above, or registered assigns, the Principal Amount specified above, payable on or before December 31, 2026, with interest thereon from the date specified above until paid, on the first business day of each month in which any or all of the Principal Amount remains outstanding, at the Rate specified herein based on a 360-day year, 30-day month. Payments of the Principal Amount made before December 31, 2026, may be made in whole or in part in the discretion of the Issuer.

In the event of one or more partial payments of the Principal Amount made before December 31, 2026, the Registered Owner shall surrender this Draw to the Issuer in exchange for a replacement Draw in a new principal amount reflecting the then unrepaid portion of the Principal Amount of this Draw.

It is hereby certified and recited that all acts, conditions and things required by law, precedent to and in the issuance of this Draw and the related Note, have been done, exist and have happened in regular and due time and form as required by law, and that the total indebtedness of the Issuer, including this Draw, does not exceed any constitutional, statutory or charter limitation as of the date hereof.

IN WITNESS WHEREOF, Jackson College, State of Michigan, by its Board of Trustees, has caused this Draw to be signed in the name of the Issuer by its President and Chief Financial Officer, as of ___________________, 2026.

Jackson College
State of Michigan

By ________________________________
President

And ________________________________
Chief Financial Officer

LIMITED TAX PLEDGE NOTICE

PLEASE TAKE NOTICE that there will be a meeting of the Board of Trustees of Jackson College, Michigan.

At said meeting, the Board of Trustees will consider for approval its proposed Line of Credit (General Obligation - Limited Tax) and related Draws. The proposed Line of Credit (General Obligation - Limited Tax) and related Draws, if issued, will contain the limited tax full faith and credit pledge of Jackson College, Michigan.

DATE OF MEETING:	January 12, 2026
PLACE OF MEETING:	Jackson College, 2111 Emmons Rd., Jackson, 49201 Bert Walker Hall, Community Room 144 (place and address)
HOUR OF MEETING:	6:30 o'clock, p.m.
TELEPHONE NUMBER OF PRINCIPAL OFFICE OF THE BOARD OF TRUSTEES:	517-787-0809
BOARD MINUTES ARE LOCATED AT THE PRINCIPAL OFFICE OF THE BOARD OF TRUSTEES:	Jackson College, 2111 Emmons Rd., Jackson 49201 George E. Potter Center, 2nd Fl., President's Office and virtually at https://www.jccmi.edu/about/leadership/board-of-trustees/meetings/ (address)

Sheila A. Patterson, Chair, Board of Trustees
(typed name)

AFFIDAVIT OF POSTING LIMITED TAX PLEDGE NOTICE

STATE OF MICHIGAN)
)ss
COUNTY OF Jackson)

The undersigned, being first duly sworn, deposes and says that he/she posted the public Limited Tax Pledge Notice attached hereto at least eighteen (18) hours prior to the below-referenced meeting of the Board of Trustees of Jackson College, Michigan, held on:

DATE OF MEETING: January 12, 2026

HOUR OF MEETING: 6:30 o'clock, p.m.

PLACE OF POSTING NOTICE: Jackson College, 2111 Emmons Rd., Jackson 49201 George E. Potter Center, 2nd Fl., President's Office https://www.jccmi.edu/about/leadership/board-of-trustees/meetings/

____

____

____
(Signature)

Sheila A. Patterson, Chairperson
(Print Name)

Subscribed and sworn to before me in Jackson County, Michigan, on the 12th day of January, 2025.

____
Keith Everett Book, Notary Public
State of Michigan, County of Jackson
My commission expires: April 6, 2030
Acting in the County of Jackson

JACKSON PREPARATORY & EARLY COLLEGE

Your Place. Your Purpose. Your Future.

Dear Dr. Phelan,

I am pleased to inform you that the Jackson Preparatory & Early College Board of Governors has passed a resolution to nominate Angela Corts to serve as a member of the JPEC Board.

Corts brings a profile that is locally rooted and mission-aligned with JPEC's K–14 early-college model. Her preparation and professional experience reflect a strong commitment to student wellness, equity, and community partnership—key levers for improving credit momentum, attendance, and college readiness within our early college pathways.

Professionally, Corts' background spans community mental health, crisis response, and cross-sector collaboration with healthcare and public agencies. This blend of experience equips her to advise on student wellness systems, trauma-informed practices, and partnerships that strengthen persistence in dual enrollment.

Corts' advocacy and programmatic work also underscore a commitment to culturally responsive practice and inclusive school climates. These strengths align with JPEC's focus on belonging, access to rigorous coursework, and closing opportunity gaps for historically underserved students.

Given JPEC's competency-based, whole-student approach and our college-going mission, we see immediate value in the following areas:

- Student wellness & persistence: Integrating clinical mental health supports with advising to improve on-track indicators and transitions to college credit.
- Equity & inclusion: Strengthening culturally responsive practices and partnerships that increase belonging and access to advanced pathways.
- Community partnerships: Leveraging connections across health systems and local nonprofits to expand mentorship, work-based learning, and coordinated crisis response for students and families.

As defined by the JPEC Bylaws and consistent with our established nomination process, the Academy Board is by resolution submitting for your and the Jackson College Board of Trustees' review Angela Corts for appointment to the JPEC Board of Governors. We believe she will be a thoughtful, student-centered governor whose expertise advances JPEC's vision—*Your place. Your purpose. Your future.*

Thank you for your consideration.

Sincerely,

Jonathon Marowelli

Jonathon Marowelli

President

Jackson Preparatory & Early College

2111 Emmons Road Jackson, MI 49201| T: 517.705.5732 | F: 517.795.2735 | office@jacksonpec.org | www.jacksonpec.org

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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-07 Compensation & Benefits

Subject: (Topic or focus for consideration)

7.0 Monitoring CEO Performance
7.1 EL-07 Compensation & Benefits – Evidence Review *

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

Attached for your review is the evidence (i.e., Monitoring Report) for EL-07 Compensation & Benefits. You will note that my report indicates Full Compliance 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 monitoring report for Policy EL-07 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 – 07 Compensation & Benefits

[FULL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-07: "Compensation & Benefits". 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.

01.12.26

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

Date

POLICY STATEMENT:

With respect to employment, compensation and benefits to employees, consultants, independent contractors and volunteers, the CEO shall not cause, or allow jeopardy to the College's fiscal integrity or public image.

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

1. Change his/her own compensation and benefits.

INTERPRETATION:

Compliance will be demonstrated when:

a) The CEO's compensation amount has been verified by the Chief Financial Officer (CFO) and matches the approved amounts established by the Board as noted in the CEO's contract.

b) The CEO's ordinary and necessary expenses match his employment contract as verified by the CFO.

This interpretation is reasonable because internal controls are used for verification.

EVIDENCE:

a) On 11.21.25, the CFO confirmed that the compensation for the President and CEO for the period from September 2024 through August 2025 was in accordance with the signed Employment Agreement.

b) On 11.21.25, the CFO confirmed that ordinary and necessary expenses reimbursed or paid by the College on behalf of the President and CEO are consistent with the terms of the Employment Agreement.

2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

INTERPRETATION:

Compliance will be demonstrated when:

a) Prior to the time of contract negotiations, the College conducts a comparison with other community colleges in the State for salaries and benefits.
b) The College's Chief Human Resources Officer (CHRO) and Director of Human Resources are members of the Michigan Community College Human Resource Association (MCCHRA) and intentionally engage compensation review with the Association.
c) The CEO and the CHRO annually review salary and compensation secondary data from external sources which can provide normative data from a national perspective.

This interpretation is reasonable because institutional benchmarking is done to provide comparison data.

EVIDENCE:

a) The CHRO confirmed on 12.22.25 that he conducted a comparison with other community colleges in the State for salaries and benefits.
b) The CHRO confirmed on 12.22.25 that he and the Director of Human Resources are current members of the MCCHRA.
c) On 12.22.25, the CHRO confirmed that a review of salary and compensation secondary data, obtained from the annual survey of the College and University Professional Association for Human Resources (CUPA-HR), Michigan Chronicle of Higher Education, and the League for Innovation, was conducted.

2.1. Establish or change salary schedules and plans prior to monitoring to ensure compliance with the criteria in this policy.

INTERPRETATION:

Compliance will be demonstrated when:

a) Salary ranges for administrators are prepared annually by the CEO and the CHRO Salary ranges within classifications for faculty and staff are established by the bargaining process with both unions.

b) Any changes in salary ranges during the monitoring period are so noted in the monitoring report.

This is reasonable because the Board can compare the monitoring report from the current and fiscal year to note any variation.

EVIDENCE:

a) On 12.22.25, the CHRO confirmed that salary schedules have been established as part of the bargaining process with both unions operating at the College.

b) On 12.22.25, the CHRO confirmed that salary schedules have been changed for cost of living adjustments, with performance pay bonuses, as negotiated during this period's monitoring.

3. Establish or change compensation and benefits that deviate from the current collective bargaining agreements.

INTERPRETATION:

Compliance will be demonstrated when:

a) The College CFO and Director of Finance confirms that all employees who are part of the collective bargaining agreements, have been paid consistently with the most recent contract.

This is reasonable because payment of benefit and salaries are agreed upon within the contract and are verifiable through the payroll register.

EVIDENCE:

a) On 11.21.25, the CFO confirmed that all Jackson College employees are paid on a bi-weekly schedule. Each payroll cycle is balanced, reviewed, and approved individually. The Business Office uses a control sheet and change tracking sheet to monitor both permanent and temporary payroll adjustments for every employee.

3.1. Finalize negotiated collective agreements which exceed parameters established by the Board of Trustees.

INTERPRETATION:

Compliance will be demonstrated when:

a) The Board's attorney confirms that the negotiated agreement is within the negotiating parameters established by the Board of Trustees to the CEO.

This interpretation is reasonable because legal counsel has reviewed the bargaining agreement and reports their observations to the Board of Trustees.

EVIDENCE:

a) On 12.2.25, the College's attorney for contract negotiations confirmed that the negotiated agreement (currently not completed or ratified) is consistent with the negotiating parameters established by the Board of Trustees.

4. Create obligations over a longer term than revenues can be safely projected.

INTERPRETATION:

Compliance will be demonstrated when:

a) The CFO confirms that compensation and benefits agreed to, within the letters of appointment for administrators and obligations created under union agreements, do not exceed the forecasted budget for the term of the agreement.

This interpretation is reasonable because there are internal controls in place that are verified by the CFO.

EVIDENCE:

a) On 11.21.25, the CFO confirmed that, during the budgeting process, management incorporates salary and benefit projections based on employees' current and anticipated compensation, as outlined in letters of appointment and union agreements. Additionally, the CEO must present a balanced budget to the Board of Trustees for review each fiscal year.

5. Change retirement benefits such that the provision Introduce retirement benefits beyond what is currently offered (MPSERS, the ORP and Emeriti)

INTERPRETATION:

Compliance will be demonstrated when:

a) The CHRO confirms that there are no new retirement benefit programs beyond that which were offered over the previous 12 months.

This interpretation is reasonable because the Board is able to compare benefits programs from year to year via monitoring reports.

EVIDENCE:

a) On 12.22.25, the CHRO confirmed no new retirement benefits have been implemented during this monitoring period.

6. Promise or imply permanent or guaranteed employment.

6.1 Employ Administrators under a contract in excess of two years' duration.

6.2 No College employee, with the exception of the College CEO or their official designee, is permitted to extend an offer of employment to any candidate or non-employee.

INTERPRETATION:

Compliance will be demonstrated when:

a) All administrators are issued a letter of appointment in June for no more than two years.
b) No one has been offered College employment beyond the standard protocol employed by the HR office, and as described in 6.2.

This interpretation is reasonable because it is verifiable through human resources records and is consistent with best practice in the higher education industry.

EVIDENCE:

a) On 12.22.25, the CHRO confirmed all letters of appointment for salaried employees were issued for a one-year time period only.
b) On 12.22.25, the CHRO confirmed that no members of Executive Administration have been issued a multi-year letter of agreement, but rather only one-year letters of agreement for this monitoring period.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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-09 Organization Culture
Subject: (Topic or focus for consideration)
7.0 Monitoring CEO Performance 7.2 EL-09 Organization Culture – Evidence Review *
Description: (Concise explanation of the issue, item, or proposal)
Attached for your review is the evidence (i.e., Monitoring Report) for EL-09 Organization Culture. You will note that my report indicates Full Compliance 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 monitoring report for Policy EL-09 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 – 09 Organization Culture

[FULL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-09: "Organization Culture". 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.

01.12.26

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

Date

POLICY STATEMENT:

The CEO shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

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

1. **Operate without an enforced internal Code of Ethics, of which all employees are made aware, that clearly outlines the rules of expected behavior for employees**.

INTERPRETATION:

Compliance will be demonstrated when:

a) There is evidence that the College not only has a Jackson College Code of Ethics policy that is current and accessible to anyone, but that all employees have annually affirmed their compliance with same.

b) Notices from Vector Solutions, a web-based training tool that includes safety and compliance topics, have been sent to all employees and a minimum of 95%

of employees having completed the training.

This interpretation is reasonable because it follows industry best practices, and further that the Vector Solutions system has built in systems to determine if training is indeed completed.

EVIDENCE:

a) The Chief Operating Officer (COO) confirmed on 12.01.25 that the Jackson College Code of Conduct and Ethical Practices is accessible on the College website under Jackson College Policies. All Jackson College employees are required to review the policy annually in the Vector Solutions (i.e., the College's online training-management solutions approach to improve compliance, safety, performance, and preparedness for employees) through training tools with system data revealing the level of participation.

b) The Director of Compliance/Deputy Title IX Coordinator confirmed on 11.19.25 that 99.6% of employees have completed the annual training for the Jackson College Code of Conduct and Ethical Practice policy within the past year.

2. Permit employees and others to be without a mechanism for confidential reporting, independent of the College, of alleged or suspected improper activities, without fear of retaliation.

INTERPRETATION:

Compliance will be demonstrated when:

There are multiple mechanisms for confidential reporting of incidents that implicate the CEO, or Trustee, to the Board Chair, Vice Chair or to the Board Attorney, who reports directly to the Board.

a) There is a 24/7/365 tool with clear processes in place for employees to register a concern, and for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities as well as dishonest, deceitful, fraudulent or criminal acts, and other violations of federal and/or state legislation.

b) There is a 24/7/365 system in place that, for those incidents that do not implicate the CEO, and in which case there is a conflict, and a direct reporting relationship between the person conducting the investigation, and the person alleged to have engaged in improper activities, for safe reporting.

c) There is a policy and documentation in place that notifies employees, that if they make false claims or allegations that prove to be unsubstantiated, and which prove to have been made maliciously, or knowingly to be false, these shall be viewed as a serious offence and shall be subject to disciplinary action, including termination from employment.

d) There is a policy and documentation in place that ensures that no employee will be adversely affected because the employee refuses to carry out a directive which would result in an improper, illegal, immoral, or unethical activity.

This interpretation is reasonable because of verifiable policy and procedural mechanisms in place to ensure employees/others can report confidentially. It is also consistent with higher education practices nationally.

EVIDENCE:

a) The COO confirmed on 12.01.25 that a reporting form is accessible on the Board of Trustees webpage to anonymously report allegations of suspected improper activities and that this information is communicated to employees and students. All complaints made via this reporting tool go directly to the college's legal counsel.

b) The COO confirmed on 12.01.25 that a 24/7/365 reporting tool, tip 411, is accessible on the college's website. In addition, an additional reporting tool, Vector Solutions and LiveSafe App (i.e., a mobile safety platform primarily used to connect students, staff, and faculty with campus security for real-time emergency alerts, anonymous tips, and safety features like virtual escorts (SafeWalk), has been implemented to submit suspicious activity. This information is communicated to students and employees.

c) The Director of Human Resources confirmed on 12.22.25 that the Jackson College Code of Conduct and Ethical Practice policy (#3107) indicates that the violation of this practice may result in disciplinary action, up to and including suspension without pay or termination of employment.

d) The Director of Human Resources confirmed on 12.22.25 that the Jackson College Code of Conduct and Ethical Practice policy (#3107) indicates the requirement to comply with legal and regulatory requirements, with many requirements also noted in the College's Values and Beliefs Statement.

3. **Cause or allow research involving either human subjects or animals that does not adhere to generally accepted ethical principles and policy.**

INTERPRETATION:

Compliance will be demonstrated when the College has a published policy and guidelines in place to distribute to individuals wishing to conduct research regarding the use of human cadavers, human subjects or animals.

This interpretation is reasonable because such practice is consistent with common methods employed in the higher education and research community.

EVIDENCE:

On 01.05.26, the Chief Strategy Officer confirmed that the College has an

Institutional Review Board (IRB) policy that addresses this type of research work.

3.1. Permit potential researchers to be without readily available guidelines for ethical research and assistance in identifying and solving ethical problems.

INTERPRETATION:

Compliance will be demonstrated when, in such cases that research is conducted at Jackson College, that prior approval by the College's Institutional Review Board (IRB) includes submission of ethical guidelines for all research work.

This interpretation is reasonable given that such practice is consistent with common methods employed in the higher education and research community.

EVIDENCE:

The College has established an Institutional Review Board (IRB), as previously noted, that ensures the use of ethical practices in research requests. The Chief Strategy Officer confirmed on 01.05.26 that one request was made and approved during this reporting period, and that this request did comply with the stated ethical guidelines.

3.2. Permit research that has not been subject to independent ethical review.

INTERPRETATION:

Compliance will be demonstrated when the College has an established Institutional Review Board which is used for independent, ethical review of all research work involving humans or animals.

This interpretation is reasonable because it establishes standard higher education and research internal controls to ensure the policy and guidelines are followed.

EVIDENCE:

The College has established an Institutional Review Board, as previously noted. The Chief Strategy Officer confirmed on 01.05.26 that one request was made and approved during this reporting period, which was subject to independent, ethical review via the IRB.

4. Operate without an annual assessment or methodology of determining organizational cultural health.

INTERPRETATION:

Compliance will be demonstrated when the College offers an annual assessment or methodology of determining organization cultural health during the regularly scheduled monitoring of this policy. The findings of this assessment are considered and advanced where appropriate.

This interpretation is reasonable because an annual assessment or methodology of determining organizational cultural health is provided annually as requested.

EVIDENCE:

On 12.22.25, the CHRO confirmed that the College has regularly engaged the services of Belk Center for Community College Leadership and Research, based at the University of North Carolina, to benchmark Jackson College against community colleges nationally by learning directly from employees about how they perceive, and experience, their work at the College through an instrument called the PACE Survey. In November 2024 the PACE survey launched again and closed on 12.06.24. Throughout that month, multiple opportunities for employees to step away from their desks and take the survey were organized across campus.

While no formal annual assessment was conducted in 2025, there were various institutional surveys that were deployed to access institutional health. It was decided in 2025 by the President and supported by Executive Council, that the methodology of determining organization cultural health during the next regularly scheduled monitoring of this policy (Fall 2026) would change.

The College has been in discussion with the Qualtrics organization to use in future annual assessments. Their methodology is trusted by over 1,800 educational institutions to understand what stakeholders are saying with a holistic view of the employee experience and allows the College to pinpoint key drivers of engagement and receive targeted actions to drive meaningful improvement.

This demonstrates compliance because a methodology of determining organizational cultural health is in place and will continue to be provided as requested annually through Qualtrics.

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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 / CEO DELEGATION: BCD-04 Monitoring CEO Performance

Subject: (Topic or focus for consideration)

7.0 Monitoring CEO Performance
7.3 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.)

FY 2026 BOARD POLICY MONITORING, REVIEWING, & INTERPRETATIONS SCHEDULE			
FY 2026 Board Meeting Date	**Monitoring Reports Due**	**Policy Reviews Due () = Trustees Responsible for Recommendations**	**Interpretations Due**
August 11, 2025	**Monitor EN-01 (#1-3)** Board's ENDS (CSIRO / COS) **Monitor EL-00** General Executive Limitations (CEO) **Monitor EL-13** Use of Artificial Intelligences & Machine Learning (CIO)	(Donna Lake & Chris Simpson) **Review EN-01 (#4)** Board's ENDS **Review Bylaws (every 5 years)** **Review BCD-03** Delegation to CEO **Review BCD-04** Monitoring CEO Performance	SKIP TO REARRANGE SEQUENCE
September 8, 2025	**Monitor EN-01 (#4)** Board's ENDS (CSIRO / COS)	**Review BCD-01** Unity of Control **Review GP-05** Role of Vice Chair **Review GP-08** Board & Committee Expenses	SKIP TO REARRANGE SEQUENCE
October 13, 2025	**Monitor EN-01 (#5)** Board's ENDS (CSIRO / COS) **Monitor EL-01** Treatment of Learners (COO / CSSO / CAO / CHRO) **Monitor EL-02** Treatment of Employees (COO / CHRO)	(Phil Hoffman & Danielle Mackey) **Review EN-01 (#1-3)** Board's ENDS **Review EL-00** General Executive Limitations **Review EL-13** Use of Artificial Intelligences & Machine Learning	SKIP TO REARRANCE SEQUENCE
November 3, 2025	**Monitor EL-04** Financial Conditions & Activities (CFO) **Monitor EL-08** Communication & Support to the Board (CEO)	(Donna Lake & Chris Simpson) **Review EN-01 (#4)** Board's ENDS	**Interpret EN-01 (#1-3)** Board's ENDS (CSIRO / COS) **Interpret EL-00** General Executive Limitations (CEO) **Interpret EL-13** Use of Artificial Intelligences & Machine Learning (CIO)

January 2026	**Monitor EL-09** Organization Culture (COO / CSSO) **Monitor EL-07** Compensation & Benefits (CHRO)	(Teshna Thomas & Matt Heins) **Review EN-01 (#5)** Board's ENDS **Review EL-01** Treatment of Learners **Review EL-02** Treatment of Employees **Review GP-13** Special Rules of Order **Review BCD-02** Accountability of the CEO	**Interpret EN-01 (#4)** Board's ENDS (CSIRO / COS)
February 2026	**Monitor EL-10** Access to Education (CFO / CSSO) **Monitor EL-13** Use of Artificial Intelligences & Machine Learning (CIO)	(Donna Lake & Chris Simpson) **Review EL-04** Financial Conditions & Activities **Review EL-08** Communication & Support to the Board **Review GP-14** Handling Operational Complaints **Review GP-11** Linkage with Ownership **Review GP-15** Handling Alleged Policy Violations	**Interpret EN-01 (#5)** Board's ENDS (CSIRO / COS) **Interpret EL-01** Treatment of Learners (COO / CSSO) **Interpret EL-02** Treatment of Staff (COO)
March 2026	**Monitor EL-11** Mission-Support & Entrepreneurial Activity (COO / CFO)	(Phil Hoffman & Danielle Mackey) **Review EL-09** Organization Culture **Review EL-07** Compensation & Benefits **Review GP-01** Governing Style **Review BCD-06** CEO Compensation **Review GP-00** Governance Commitment	**Interpret EL-04** Financial Conditions & Activities (CFO) **Interpret EL-08** Communication & Support to the Board (CEO)
April 2026	**Monitor EL-12** Land Use (CFLO)	(Teshna Thomas & Matt Heins) **Review EL-10** Access to Education **Review EL-13** Use of Artificial Intelligences & Machine Learning **Review GP-02** Board Job Contributions	**Interpret EL-09** Organization Culture (COO / CSSO) **Interpret EL-07** Compensation & Benefits (COO)

		<u>Review GP-04</u> Role of Board Chair **<u>Review GP-10</u>** Investment in Governance **<u>Review BCD-00</u>** Global Board-CEO Delegation Statement	
May 2026	**<u>Monitor EL-05</u>** Asset Protection (CFO) **<u>Monitor EL-06</u>** Investments (CFO)	(Donna Lake & Chris Simpson) **<u>Review EL-11</u>** Mission-Support & Entrepreneurial Activity **<u>Review BCD-05</u>** CEO Succession **<u>Review GP-03</u>** Board Planning Cycle & Agenda Control **<u>Review GP-12</u>** Board Linkage with External Organizations	**<u>Interpret EL-10</u>** Access to Education (CFO / CSSO) **<u>Interpret EL-13</u>** Use of Artificial Intelligences & Machine Learning (CIO)
June 2026	**<u>Monitor EL-03</u>** Planning (CFO)	(Phil Hoffman & Danielle Mackey) **<u>Review EL-12</u>** Land Use **<u>Review GP-09</u>** Board Code of Conduct	**<u>Interpret EL-11</u>** Mission-Support & Entrepreneurial Activity (COO / CFO)

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 *increase* 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 *increase* 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 *increase* there has been in the number of learners that complete degrees and obtain industry recognized	n/a	n/a	n/a	Compliant 10.13.25

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 10.13.25
EL – 02 Treatment of Staff	10.13.25	Yes	n/a	n/a	n/a	n/a	Compliant 10.13.25
EL – 03 Planning	6.09.25	Yes		n/a	n/a	n/a	Compliant 6.9.25
EL – 04 Financial Conditions & Activities	11.03.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25
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	1.12.26	Yes	n/a	n/a	n/a	n/a	Compliant 2.17.25
EL – 08 Communication & Support to the Board	11.4.25	Yes	n/a	n/a	n/a	n/a	Compliant 11.3.25

President/CEO Monitoring Report Compliance

Jackson College

EL – 09 Organization Culture	1.12.26	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: January 12, 2026

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)
8.0 Information Requested by the Board 8.1 College Feature: IT Audit Follow-up – Doug Yenor
Description: (Concise explanation of the issue, item, or proposal)
For this month's College Feature, the Board welcomes Jackson College Chief Information Officer, Doug Yenor who will offer an update on the College's response to the most recent IT audit recommendations.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive the IT Audit follow-up and ask any questions of Doug Yenor.
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: January 12, 2026

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-04 Financial Conditions & Activities
Subject: (Topic or focus for consideration)
8.0 Information Requested by the Board 8.2 FY '26 Q1 Financial Report / Q2 Financial Report Preview
Description: (Concise explanation of the issue, item, or proposal)
For the Board's review is the FY' 26 Q1 Financial Report, as well as a preview of the FY '26 Q2 Financial Report (financials through November 2025). I will provide a few highlights with respect to changes since FY' 25 Q4. Recall that all monthly financials are provided on the Board's web page. I am happy to answer any questions you may have about the Q1 report.
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Receive / review the FY '26 Q1 Financial Report.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Jackson College

Financial Report

Presented to
President Daniel Phelan
Jackson College Board of Trustees

Prepared by the Business Office
November 30, 2025

Jackson College

Memo From Chief Financial Officer

For the November 30, 2025 Financial Report

Following is the November 30, 2025 Treasurer's Report summarizing the components of the major revenue and expense lines. Explanations for significant variances are included in this memo.

Note: Budgeted amounts reflect the 2025-2026 Budget as adopted at the June 9, 2025 Board of Trustees meeting.

General Fund

Revenues

- **Tuition and Fees** - In line with expected.
- **Property Taxes** - Favorable to budget.
- **State Appropriations** - In line with expected.
- **Contract training** - Unfavorable to budget due to timing.
- **Miscellaneous** - Unfavorable to budget due to timing and accruals.

Expenses

- **Wages, Retirement & Benefits** - Favorable to budget due to accruals and savings realized from unfilled positions.
- **Services - Staffing Agency** - In line with expected.
- **Services** - Unfavorable to budget due to timing of payments.
- **Material** - Favorable to budget.
- **Rent, Utilities, Insurance** - Unfavorable to budget due to timing of payments.
- **Other Operating Costs** - In line with expected.
- **Capital Equipment** - Unfavorable to budget due to purchases for the Medical Simulation Center. Medical Simulation Center equipment purchases will be transferred to the Foundation.

Jackson College
Memo From Chief Financial Officer
For the November 30, 2025 Financial Report

Auxiliary Fund

Revenues

- **Textbook and Class Fees** - Favorable to budget.
- **Housing** - Favorable to budget.
- **Housing Scholarships** - In line with expected.
- **Sales Bookstore** - Unfavorable to budget due to timing.
- **Potter Center** - In line with expected.
- **Hospitality and Meal Plans** - In line with expected.
- **Miscellaneous** - Unfavorable to budget due to timing.

Expenses

- **Wages, and Retirement** - Favorable to budget due to accruals and savings realized from unfilled positions.
- **Services Staffing Agency** - Unfavorable to budget due to additional temporary support during periods of full-time vacancies.
- **Services** - Favorable to budget.
- **Materials** - Favorable to budget due to timing of purchases and payments.
- **Rent, Utilities, insurance** - Favorable to budget due to timing of payments.
- **Other Operating Costs** - Favorable to budget.
- **Transfers** - Favorable to budget as transfers typically occur at year-end.
- **Capital Equipment** - Favorable to budget.

Other Notes

- Operating Reserves - Board policy requires the College have combined operating fund balance reserves greater or equal to two months' operating expenses. As of November 30, 2025 the College is meeting this requirement.

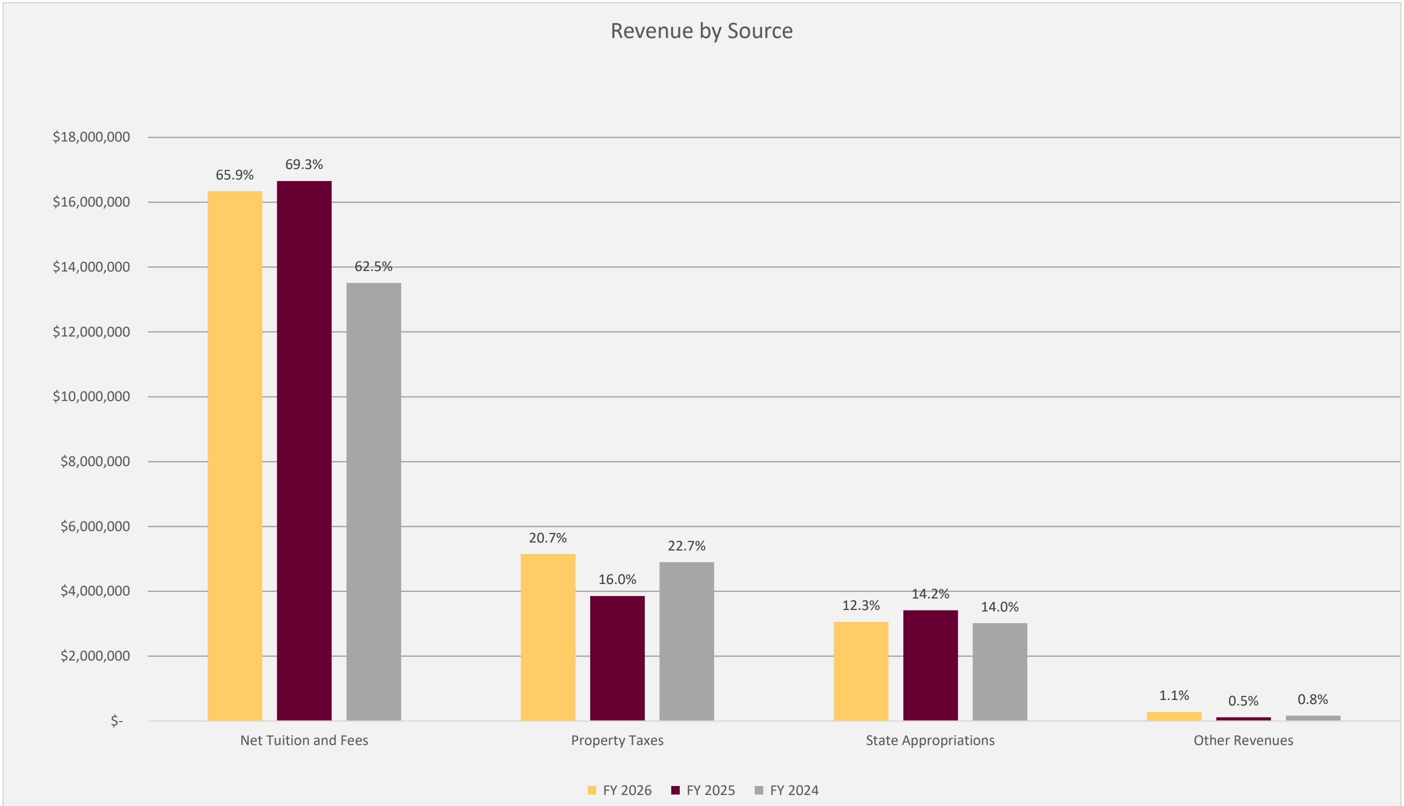
Jackson College

Revenue and Expense Statement
General Fund - FY 26
November 30, 2025
Preliminary - Unaudited

	2025-2026 Original Budget	Percentage of Original Budget	Actual Year to Date	Actual Percentage of Budget	Planned Percentage to Date	Variance of Planned Percentage to Actual	Prior Year (FY25) to Date
Revenue							
Gross tuition and fees	$ 30,424,830	56.5%	**$ 17,112,819**	56.2%	55.0%	$ 379,162	$ 17,086,219
Less Institutional Scholarships	(737,500)	-1.4%	**(769,908)**	104.4%	55.0%	(364,283)	(432,679)
Net tuition and fees	29,687,330	55.1%	**16,342,911**	55.1%	55.0%	14,879	16,653,540
Property taxes	7,227,118	13.3%	**5,148,069**	71.2%	55.0%	1,173,154	3,856,169
State appropriations	15,622,100	29.0%	**3,057,486**	19.6%	20.0%	(66,934)	3,413,940
Contract training	221,500	0.4%	**67,706**	30.6%	41.7%	(24,586)	69,976
Miscellaneous	786,112	1.5%	**202,631**	25.8%	41.7%	(124,916)	46,597
Transfers	342,500	0.6%	**9,285**	2.7%		9,285	-
Transfers - Federal grant funds	-	0.0%	**-**	0.0%		-	-
Total revenues	53,886,660	100.0%	**24,828,088**	46.1%	39.6%	980,882	24,040,222
Expenses							
Wages	19,627,732	36.3%	**6,496,235**	33.1%	42.3%	(1,807,804)	6,057,618
Retirement	5,960,126	11.1%	**1,696,370**	28.5%	42.3%	(825,222)	1,377,751
Benefits	3,566,134	6.6%	**1,326,804**	37.2%	42.3%	(181,945)	1,220,115
Services - Staffing Agency	4,281,395	7.9%	**1,821,484**	42.5%	42.3%	10,125	1,455,396
Services	4,135,008	7.7%	**2,220,963**	53.7%	41.7%	498,043	2,800,493
Materials	3,411,216	6.3%	**1,104,061**	32.4%	41.7%	(317,279)	719,114
Rent, utilities, insurance	2,108,260	3.9%	**939,153**	44.5%	41.7%	60,711	956,829
Other operating costs	3,461,921	6.4%	**1,458,100**	42.1%	41.7%	15,633	1,052,753
Transfers-major maintenance	3,370,674	6.3%	**1,404,448**	41.7%	41.7%	-	442,078
Transfers-deferred maintenance	-	0.0%	-	0.0%	0.0%	-	-
Transfers-debt service	3,869,694	7.2%	**1,612,373**	41.7%	41.7%	-	1,491,563
Transfers-Jets Store	-	0.0%	**-**	0.0%	0.0%	-	-
Capital equipment	94,500	0.2%	**509,104**	538.7%	41.7%	469,729	96,579
Total expenses	53,886,660	100.0%	**20,589,095**	38.2%	35.5%	(2,078,009)	17,670,289
Income over (under) expenses	$ -		**$ 4,238,993**			$ 3,058,891	$ 6,369,933

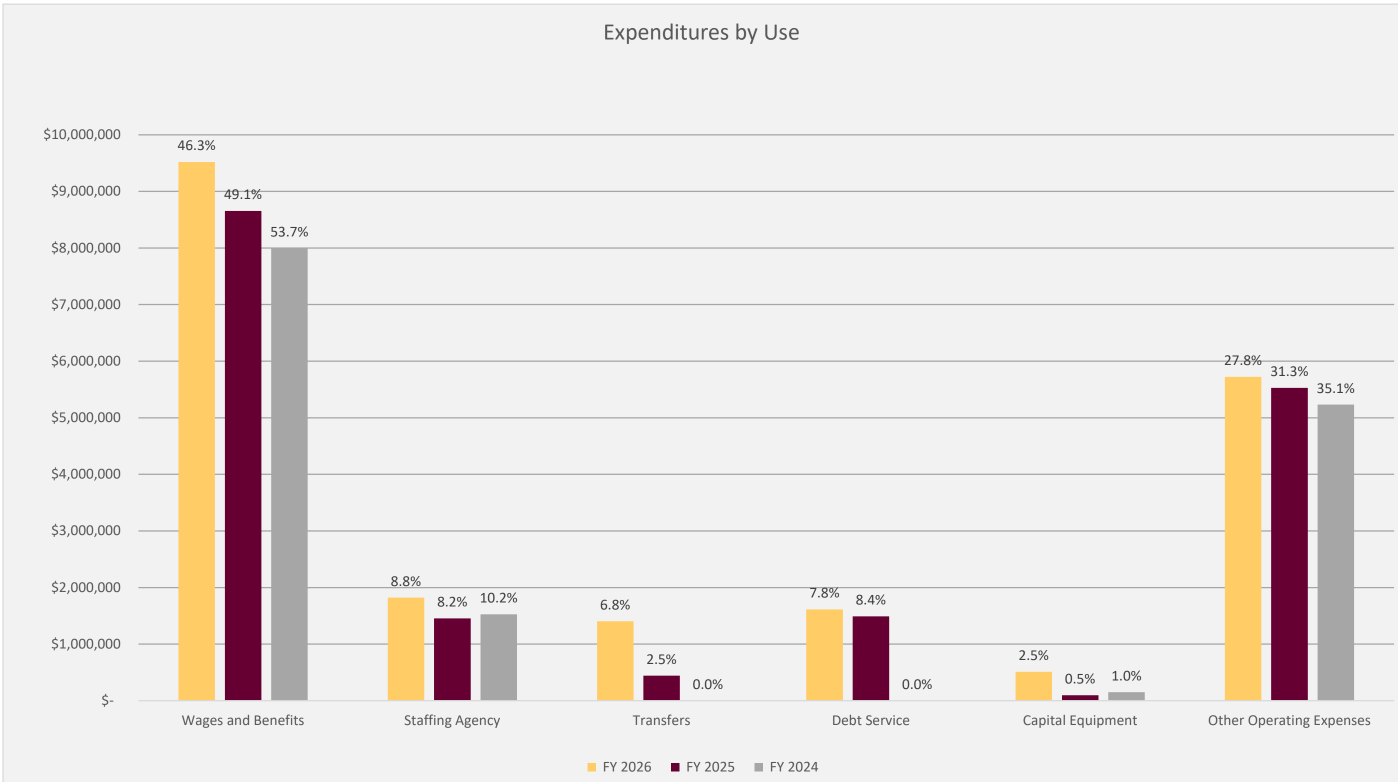
Jackson College
General Fund Revenue Comparison
11/30/2025

$24,828,088



Jackson College
General Fund Expenditure Comparison
11/30/2025

$20,589,095



Jackson College
Revenue and Expense Statement
Auxiliary Services
November 30, 2025
Preliminary - Unaudited

	2025-2026 Original Budget	Percentage of Original Budget	Actual Year to Date All Auxiliaries	Actual Percentage of Budget	Planned Percentage to Budget	Auxiliary Units: Hospitality Services	Housing	Jets Store Bookstore	Potter Center Performing Arts
Revenue									
Textbook and Class Fees	$ 3,912,571	55.3%	$ 2,683,949	68.6%	55.0%	-	-	2,683,949	-
Housing	$ 1,050,000	14.8%	678,091	64.6%	55.0%	-	678,091	-	-
Less Housing Scholarships	$ (143,655)	-2.0%	(78,941)	55.0%	55.0%	-	(78,941)	-	-
Sales Bookstore	$ 368,680	5.2%	70,579	19.1%	41.7%	-	-	70,579	-
Potter Center activities	$ 488,000	6.9%	200,569	41.1%	41.7%	-	-	-	200,569
Hospitality and Meal Plans	$ 1,365,720	19.3%	774,396	56.7%	55.0%	774,396	-	-	-
Miscellaneous	$ 36,000	0.5%	5,596	15.5%	41.7%	-	-	-	5,596
Transfers - General Fund	$ -	0.0%	$ -	0%		$ -	$ -	$ -	$ -
Transfers - Foundation	$ -	0.0%	-	0%		-	-	-	-
Total revenues	7,077,316	100.0%	4,334,239	61.2%	49.3%	774,396	599,150	2,754,528	206,165
Expenses									
Wages	$ 1,421,411	20.1%	$ 495,372	34.9%	42.3%	243,422	71,865	63,879	116,206
Retirement	329,934	4.7%	123,493	37.4%	42.3%	55,921	11,412	16,418	39,742
Benefits	232,177	3.3%	109,457	47.1%	42.3%	61,991	6,290	19,091	22,085
Services - Staffing Agency	10,000	0.1%	23,906	239.1%	42.3%	23,906	-	-	-
Services	75,500	1.1%	27,901	37.0%	41.7%	12,216	7,991	-	7,694
Materials	3,437,763	48.6%	1,137,469	33.1%	41.7%	305,956	431	831,065	17
Rent, utilities, insurance	4,000	0.1%	747	18.7%	41.7%	747	-	-	-
Other operating costs	625,373	8.8%	212,247	33.9%	41.7%	1,584	13,054	3,695	193,914
Transfers	936,158	13.2%	-	0.0%	41.7%	-	-	-	-
Capital equipment	5,000	0.1%	-	0.0%	41.7%	-	-	-	-
Total expenses	7,077,316	100.0%	2,130,592	30.1%	41.9%	705,743	111,043	934,148	379,658
Income over (under) expenses	$ -		**$ 2,203,647**			$ 68,653	$ 488,107	$ 1,820,380	$ (173,493)

Jackson College
Balance Sheet and Changes in Fund Balance - FY 25
November 30, 2025
Preliminary - Unaudited

	General Fund	Designated Fund	Restricted Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Assets								
Cash	$ 4,723,219	$ 15,719,322	$ 113,854	$ 28,227	$ 32,366	$ 4,605,977	$ 599,357	$ 25,822,322
Restricted cash in escrow	-	-	-	-	-	-	-	-
Investments	-	-	-	-	2,608	-	-	2,608
Accounts receivable	8,225,595	-	199	2,989,034	-	890	-	11,215,718
Inventories	29,800	-	-	147,801	-	-	-	177,601
Other assets	3,572,522	-	50,161	33,248	-	84,377,753	-	88,033,684
Total assets	16,551,136	15,719,322	164,214	3,198,310	34,974	88,984,620	599,357	125,251,933
Liabilities and Fund Balance								
Accounts payable	109,644		13,807	6,764	-	-	-	130,215
Accrued liabilities	711,966	-	(11,696)	352,592	-	28,058,616	-	29,111,478
Deferred liabilities	4,572,118	-	-	-	-	-	-	4,572,118
Unearned revenue	2,006	-	-	347,884	-	-	-	349,890
Other liabilities	4,592,693	-	3,585,392	1,150	-	(438,458)	-	7,740,777
Total liabilities	9,988,427	-	3,587,503	708,390	-	27,620,158	-	41,904,478
Fund balance	6,562,709	15,719,322	(3,423,289)	2,489,920	34,974	61,364,462	599,357	83,347,455
Total liabilities and fund balance	$ 16,551,136	$ 15,719,322	$ 164,214	$ 3,198,310	$ 34,974	$ 88,984,620	$ 599,357	$ 125,251,933

	General Fund	Designated Fund	Restricted Fund	Auxiliary Fund	Endowment Fund	Debt & Property Fund	Activities Fund	Total
Beginning fund balance								
Net investment in capital assets	$ -	$ -	$ -	$ -	$ -	61,148,108	$ -	$ 61,148,108
Major Maintenance and Equipment Replacement	-	-	-	-	-	3,102,304	-	3,102,304
Restricted		690,408	1,785,053	299,385	34,938	-	-	2,809,784
Future Operations	2,323,716	14,809,769	-	-	-	-	581,824	17,715,309
	$ 2,323,716	$ 15,500,177	$ 1,785,053	$ 299,385	$ 34,938	$ 64,250,412	$ 581,824	$ 84,775,505
Current year income	24,828,088	219,145	9,595,091	4,413,180	36	1,264,476	76,538	40,396,554
Current year expenses	20,589,095	-	14,803,433	2,222,645	-	4,150,426	59,005	41,824,604
Ending fund balance	$ 6,562,709	$ 15,719,322	$ (3,423,289)	$ 2,489,920	$ 34,974	$ 61,364,462	$ 599,357	$ 83,347,455

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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)

8.0 Information Requested by the Board
8.3 2026 Distinguished Service Award Nominations

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

I request any recommendations for the Board's Distinguished Service Award recipient for consideration for 2026.

Enclosed is the Board's Statement of Practice (SoP) for the award, as well as a list of prior year recipients as a reference for you.

Recommendations received thus far for the award include: Phil Moilanen; Tim Walberg; Ric Walton; and Heidi Washington.

I would appreciate the Board's guidance as to the recipient for 2026.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Recommendations of Distinguished Service Award recipient for 2026.

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

STATEMENT OF PRACTICE

SOP NO.	PROCEDURE NAME	DEPARTMENT
BoT – 03	Distinguished Service Award	Board of Trustees

LEAD PERSON/TITLE	REVIEW DATE
Chief Governance Officer (CGO)	09.09.23

PURPOSE

To provide clear and documented guidelines to trustees on the Distinguished Service Award Selection Process.

SCOPE

This Statement of Practice serves to provide a consolidated reference document for board members' best practices to ensure consistent practices for community awarding and celebrating.

RESPONSIBILITIES

CGO – Selection of and Presentation of the Awardee
CEO – Awardee Notification
CoS – Coordination

RESOURCES

Board Member time
CEO time
College administration and staff time

POLICY #, IF APPLICABLE

ENDS: EN—01 (#5) Board's ENDS

PROCEDURE: DESCRIBE THE STEPS TO COMPLETION INCLUDING NECESSARY APPROVALS

1. Annually In January, board members are asked to consider nominees for the Distinguished Service Award, with the CEO providing names for deliberation.

Jackson COLLEGE

STATEMENT OF PRACTICE

2. Final consideration and selection of the Distinguished Service Award recipient will be brought forth for action in March, with the award(s) being made at commencement services.
3. The criteria for nominations are worded as follows: *In recognition of the care and concern for the welfare and educational advancement of the residents of this community that has been expressed, in part, through the institution now bearing the name of Jackson College, this Certificate of Distinguished Service is awarded to ________ whose name shall always be held in high esteem by the College and the Board of Trustees.* Thus, the award is recognition for service both to the community and to the College.
4. Once the Board approves the person or persons for the award, CoS will send marketing a picture of the recipient, along with biographical information, for the Commencement program. Marketing will print the name on the certificate and return it to the President's Office.
5. Once the certificate comes back from Marketing, the President's Office reviews the name. Then the certificate is taken to the Director of Purchasing for framing. The Director of Purchasing will need the certificate no later than four weeks prior to Commencement.
RESTRICTIONS: DESCRIBE ALL CONDITIONS AND/OR REGULATIONS
None.

REVIEWER/APPROVAL	DATE
CGO	09.09.23

Date Of Change	Description of Change	Responsible Party
09.09.23	SoP Review	CGO

AWARD FOR DISTINGUISHED SERVICE

June 13, 1966
Edward O. Marsh (Posthumous)
John George (D)
Harold Steele (D)
Justin R. Whiting (D)
Norman E. Leslie (D)
Harvey T. Woodfield (D)
Jay F. Clark (D)
George L. Greenawalt (D)
Harold R. Leslie (D)
Ralph D. McLeary (D)
Frederick A. Probert (D)
J. Sterling Wickwire (D)

June 12, 1967
Ray W. Herrick (D)
Lyle A. Torrant (D)
W. Keith McInally (D)
Frank J. Dove (D)

June 9, 1969
James P. Graham (D)
Bert H. Walker (D)
Florence Jack Price (D)
Dr. William N. Atkinson (D)
Leona Atkinson (D)

May 10, 1971
Alphonse H. Aymond (D)
Leo J. Brannick (D)
J. Ward Preston (D)
Wilferd P. Rayner (D)
Harry G. Ziegler (D)

May 8, 1972
James N. Folks (D)
Theron B. (Rollo) Sims (D)
William J. Jefferson (D)

March 12, 1973
Elwin T. Ruffner (D)
Louis H. Leggett (D)
Kae Marcoux (D)
Rep. Hal Ziegler (D)

1974
None

April 30, 1975
Yulah Barnes (D)
Charles O. Conrad (D)
William J. Ogden (D)
Louise Riggs (D)

April 28, 1976
Anthony P. Hurst
Dr. William M. Lannik (D)
Arthur T. Dolan (D)

April 29, 1977
Ruth M. Day (D)
Betty L. Giguere/Desbiens
Harold Rosier (D)
Waunetta Rosier (D)

November 23, 1977
Al Cotton (D)

April 27, 1978
Robert E. Snyder (D)
E. Dean Edwards (D)
Richard Cowley (D)

May 2, 1979
J. C. Drake (D)
Marvin Raguse (D)
Hugh D. Federer (D)
Edwin C. Hetherwick (D)

April 30, 1980
John V. Kopplin (D)
Richard C. Deming (D)

1981
Harold Sheffer (D)

1982
None

1983
Maxwell E. Brail (D)

Richard Firestone (D)
Donald P. Troyer (D)

1984
Terry McLaughlin (D)

1985
John Selby (D)
Walter Berlet (D)
Myrna Berlet (D)

1986
Anthony Consolino (D)
Rep. Michael Griffin (D)

1987
Rep. Phil Hoffman

1988
M. P. (Pat) Patten (D)

1989
Betsy W. Dolan (D)
John Dabbert (D)

1990
William Maher (D)

1991
Lois Franklin (D)
Myer Franklin (D)
Howard Patch

1992
Bernard H. Levy

1993

1994
Betsy W. Dolan (D)

1995
Robert L. Johnson
Jacqueline Dulworth (Posthumous)
Frank Meyers (D)

1996
Dr. Roderick D. Riggs (D)

1997
Mark K. Rosenfeld

1998
Lawrence L. Bullen (D)
George Raven (D)
Barbara Raven (D)

1999
Michael Baughman (D)
Victor Cuiss (D)

2000
Clyde E. LeTarte (D)

2001
None

2002
Rick Davies

2003
Bill Sigmand (D)
Jerry Kratz (Posthumously)
Fred Slete

2004
Georgia Fojtasek

2005
John Crist

2006

Dale Smith (D)

2007

George Potter

2008
R. Dale Moretz
Charles E. Anderson

2009

Dennis DaPra

Tony Dungy
Dr. Harish Rawal

2010
Rep Mike Simpson (Posthumously)

2011
Henry C. Zavislak (D)

2012
Senator Mike Nofs

2013
Representative John Walsh

2014
Karen Dunigan (Posthumously)

2015
Reverend Frank Hampton (D)

2016
Christine Medlar

2017
Karen Hawley
Bart Hawley

2018
Kirk Mercer

2019
Senator Mike Shirkey

2020
Evelyne Jones (D)
Dr. Albert Krieger

2021
Greg O'Connor

2022
Leland Bassett

2023
Dr. Edward Mathein
Ronald L. Douglass

2024
Samuel R. Barnes
Martha Petry

2025
John Crist
Frank Dick (Posthumously) (D)

(D) indicates deceased

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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-02 Treatment of Employees
Subject: (Topic or focus for consideration)
8.0 Information Requested by the Board 8.4 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: January 12, 2026

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)
8.0 Information Requested by the Board 8.5 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 Board next Regular Board meeting (February 16, 2026). Below are currently anticipated topics. Please feel free to offer other agenda items at this point on the agenda. • Excellence Minutes: TBD • Policy Review: EL-04 Financial Conditions & Activities • Policy Review: EL-08 Communication & Support to the Board • Policy Review: GP-14 Handling Operational Complaints • Policy Review: GP-11 Linkage with Ownership • Policy Review: GP-15 Handling Alleged Policy Violations • Evidence Review: EL-10 Access to Education • Evidence Review: EL-13 Use of AI & Machine Learning • Interpretations Assessment: EN-01 (#5) Board's ENDS • Interpretations Assessment: EL-01 Treatment of Learners • Interpretations Assessment: EL-02 Treatment of Employees • CEO Monitoring Compliance Schedule & Summary • Distinguished Service Award Recipient Decision • Crocket Award Recipient Decision • Trustee Commencement Presenters for Consideration • College Feature: TBD • Next Board Meeting Topic
Requested Board Action: (If any)
Review currently anticipated topics.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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 Self-Evaluation of Governance Process & Board Performance at this Meeting 9.1 Principles of Policy Governance
Description: (Concise explanation of the issue, item, or proposal)
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 11.03.25, 11.17.25, and 12.12.25 Board Meeting Self-Assessment Summaries. NOTE: The Self-Assessment Summary for 12.12.25 reflects the requested enhancement at the 11.17.25 Fall Planning Session.** **Hardcopies of the Policy Governance Self-Assessment form are provided for your completion at the conclusion of this meeting as well.**
Resource Impact: (As applicable)
None
Requested Board Action: (If any)
Define particular areas for improvement in the governance process.
Action Taken: (A record of action(s) taken is indicated in this meeting's minutes.)

Policy Governance Self-Assessment Summary

Board of Trustees
Jackson College
11.03.25 Regular Board Meeting

This self-assessment summary includes responses that Trustees individually provided in writing at the conclusion of the 11.03.25 Regular Board Meeting to the Chief of Staff.

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

Board Member Absence: None

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

7 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?

7 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?

7 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments:
"Good discussion about the VEBA."

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

6 **Very Effective** 0 Somewhat Effective 0 Needs Improvement
Comments:
"I appreciate the discussion and decision to make Dr. Phelan's VEBA account whole."
"Appreciated discussion on VEBA!"

Policy Governance Self-Assessment Summary

Board of Trustees
Jackson College
11.17.25 Board Fall Planning Session

This self-assessment summary includes responses that Trustees individually provided in writing at the conclusion of the 11.17.25 Board Fall Planning Session to the Chief of Staff.

Board Members Present: Trustee Matt Heins, Trustee Philip Hoffman, Vice-Chairwoman Donna Lake, Trustee Danielle Mackey, Chairwoman Sheila Patterson, Trustee Christopher Simpson (left at 10:30am), and Trustee Teshna Thomas

Board Member Absence: None

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

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Yes 0 No 0 Somewhat
Comments: None

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

6 Very Effective 0 Somewhat Effective 0 Needs Improvement
Comments: None

Jackson College
Board of Trustees

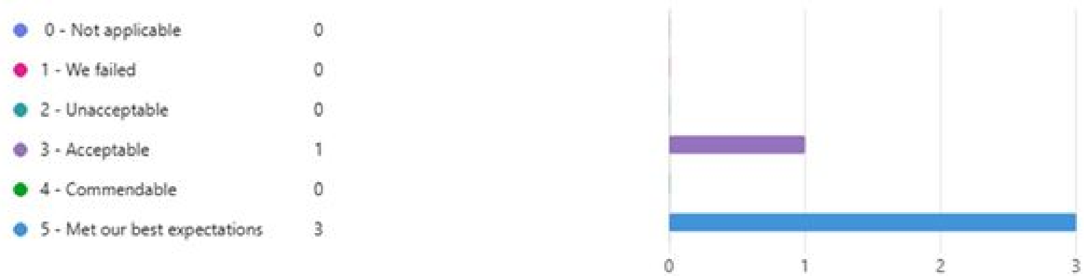
Board Post-Meeting Self-Assessment Report:

12/12/25 Special Meeting

1. ***Number of Responses: 4 of 4 attendees***

2. ***Did our discussions and decisions at today's Board Meeting remain at the governance level and avoid operational interference?.***

Survey responses:



3. Comments:

   - *N/A*

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

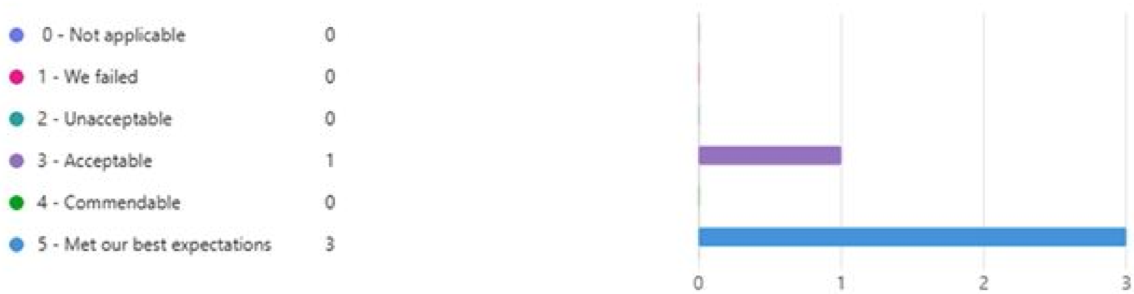
Survey responses:

5. Comments:

- *N/A*

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

Survey responses:

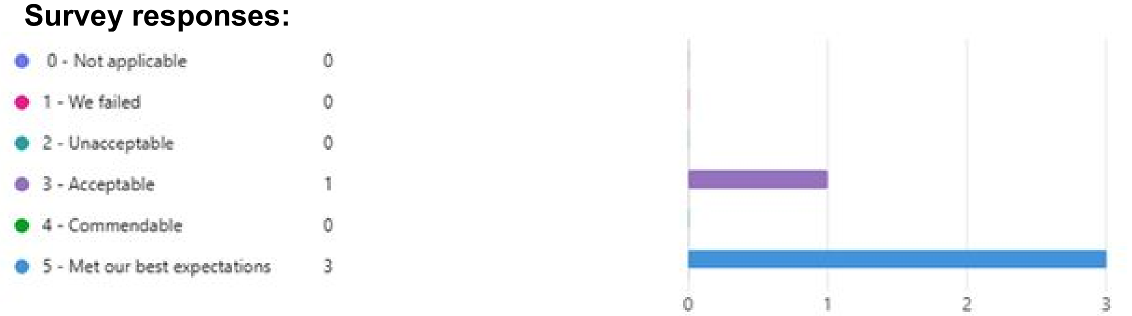


7. Comments:

- Appreciate the conversation about making sure we were following policy regarding voting when a trustee has a conflict of interest.

8. ***Did our engagement today reflect our fiduciary responsibility and duty to represent the ownership, rather than personal interests or stakeholder pressures?***

Survey responses:

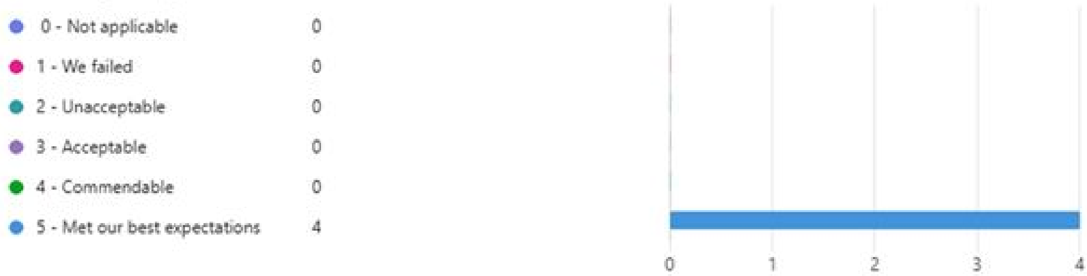


9. Comments:

- *N/A*

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

Survey responses:



10. Comments:

- *N/A*

BOARD OF TRUSTEES MEETING
Action & Information Report
Board Meeting Date: January 12, 2026

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)
10.0 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: January 12, 2026

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-13 Special Rules of Order

Subject: (Topic or focus for consideration)

11.0 Adjourn *

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

Board action is required to adjourn the meeting.

Resource Impact: (As applicable)

None

Requested Board Action: (If any)

Meeting adjournment.

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