FALL PLANNING SESSION OF THE BOARD OF TRUSTEES

Jackson College
Central Campus, Health Laboratory Center, Room 200
11.17.25

[DRAFT & UNOFFICIAL]

The Fall Planning Session of the Board of Trustees of Jackson College was held on Monday, 11.17.25, 8:30am, at the Central Campus of Jackson College, Health Laboratory Center, Room 200.

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: Trustee Christopher Simpson left at 10:30am.

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Cindy Allen, Ashley Van Heest, Julie Hand, Dotty Karkheck, Jennifer Dobbs

Chairwoman Patterson called the meeting to order at 8:30AM Eastern Standard Time.

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

COMMUNICATIONS

PUBLIC COMMENTS:
There was no public comment.

BOARD GOVERNANCE

NCSC / JC JOINT MEETING DEBRIEF
The Board members discussed the experience of their meeting held on 10.24.25 at the ACCT-LC with Board members of North Central State College (NCSC) (OH).

Trustee Thomas appreciated the opportunity to learn from a Board that has been doing Policy Governance longer than Jackson College.

Trustees Thomas and Mackey appreciated how the NCSC Board visited organizations as a whole Board. They liked practicing / rehearsing the policies as their Board does and described the benchmarking exercise as having great value. They would like to explore Board's that practice Policy Governance (PG) and also those that do not in the future.

Vice-Chairwoman Lake described NCSC's tailoring of PG for themselves.

Chairwoman Patterson described her appreciation of the tours of partnering organizations that the Trustees of NCSC conduct. She also appreciated the case studies that they conduct.

CEO Phelan noted that some of the differences between NCSC and JC are statutory / differences in state laws between OH and MI. He noted that a steady diet of professional development in PG is critical.

Trustee Heins described that the importance of checking what the Board's policies say during major incidents is critical.

CEO Phelan described how NCSC has each Board member take a policy and interpret it for the Board. Chairwoman Patterson described the discussions that are already held during the JC Board's policy pre-review sessions (held before each Board meeting with up to 3 Trustees). She suggested adding case studies to stress test policies during the pre-review sessions, particularly with Policy EL-01 Treatment of Learners.

Benchmarking frequency might best be practiced at each ACCT Conference. Meetings with Grand Rapids Community College, Oakland Community College, and Lansing Community College could occur at the MCCA Annual Conference each year.

Chairwoman Patterson described tours of partnering organizations in the community when there is a new program to explore.

Discussions ensued about the visibility of Jackson College and the Trustees in the community, including volunteerism.

Trustee Heins described determining specific desired outcomes when designing Ownership Linkage opportunities.

Discussion ensued regarding the initiatives / events / activities that Jackson College is involved in annually, to ensure Trustees are knowledgeable ambassadors of Jackson College for the community. CEO Phelan noted that ENDS / Executive Limitation Monitoring Reports and the weekly JC Newsletter should be helpful in keeping the Trustees informed of College activities.

A list of sponsorships that the College is committed to was requested minimally on an annual basis, as well as an updated list of Ownership Linkage engagements in recent years.

Trustee Hoffman described the Board's fiduciary responsibility and commitment to ensure academic integrity.

CONSIDERATION OF THE BOARD TRAVEL PRACTICE
The Board members discussed the current JC Board of Trustees Travel Procedure, with a minor recommendation for the Board's consideration, as well as the FY'26 Board Travel Expense history and breakdown, with actuals to budget.

Going forward, Trustee companion flight expenses will not be reimbursed by the College. Otherwise, reimbursement for companion travel or other non-standard expenses may be provided at the CEO's discretion.

OWNERSHIP LINKAGE UPDATE
The Board members reviewed the Ownership Linkage (OL) Plan for FY'28, as well as the Jackson College Elevator Pitch provided to the Board as requested on 10.13.25.

Discussion of how OL is conducted ensued.

A document outlining the expectations of and how OL should be conducted was requested. Going forward, OL meetings will include time for open discussion after the provided questions have been answered.

The consensus of the Board at the 10.13.25 Board meeting was to pursue a meeting with the Jackson Community Foundation and continue pursuing a meeting with Henry Ford Jackson Hospital in 2026 (likely after the next CEO is selected in January).

Keith Everett Book is currently in communication with Monica Moser of the Jackson Community Foundation (JCF) and in continuous communication with the HFJH Board. Recent correspondence with Monica Moser detailed that the JCF Board is currently engaging a strategic planning consultant to help perform focus groups, one on one interviews, and to launch a community-wide survey to get authentic feedback from the community. It is their belief that constituents are more forthcoming with honest feedback if they can give it anonymously or share it with someone who will present the results confidentially. In early December, the JCF Board will be meeting for a full day to share that data along with community level data collected through the Jackson Collaborative Network's Community Assessment. New data is being released on 12.09.25 and previous assessments can be found on their website. Monica Moser suggested utilizing this data to inform our JC Board's planning needs. Convening the boards is logistically not feasible at this time due to the work the JCF Board is currently doing.

BOARD MEETING PUBLIC COMMENT REQUEST FORM
By consensus, the Board approved proposed website, Board meeting, and Bylaws language regarding public comment at Board meetings, along with an updated communication request form. The language includes:

ATTENDING BOARD MEETINGS

In accordance with the Michigan's Open Meetings Act (OMA), 1976 PA 267, MCL 15.261 et seq, and the Jackson College Board of Trustees Bylaws:

All meetings of the Board of Trustees are required to be held in public, if a quorum of the Board is present. No one may be excluded from a meeting otherwise open to the public except for a breach of the peace actually committed at the meeting.

The Board would appreciate having the members of the public attending a meeting identify themselves via the sign-in sheet at the door of the Boardroom. However, individuals do not need to give their name to attend a meeting.

Public communications to the Board of Trustees shall be addressed to the Board exclusively during the designated public comment section near the beginning of the meeting. At no other time during the meeting will public comment be received or solicited by the Board.

Since speaking at a meeting is a step beyond "attending" a public meeting and the OMA provides that an individual may address a public body "under rules established and recorded by the public body," the Board requires that individuals wishing to speak at a meeting complete a communication request form provided on the College's website and at the door of the Boardroom. This completed form is to be presented to the College Chief of Staff no later than five minutes prior to the meeting.

In cases of emergency, the Board may, by majority vote, allow visitors who have not submitted a written request to present matters of concern. The Board Chairperson will allot each speaker a maximum of five 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 Chairperson may request that the group appoint a spokesperson to represent them and make remarks on behalf of the group. The Chairperson also reserves the right to conclude the public comment period if the comments become repetitive and do not add new information.

Public comments shall be received by the Board without individual commentary or engagement from Board members.

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

BOARD MONTHLY SELF-MONITORING TOOL
The Board reviewed their current monthly self-monitoring tool, along with that used by North Central State College (OH) Board of Trustees for consideration.

Going forward, the below scale will be used to rate Board compliance:

☐ 0 – Not Applicable
☐ 1 – We failed
☐ 2 – Unacceptable
☐ 3 – Acceptable
☐ 4 – Commendable
☐ 5 – Met our best expectations

BOARD CODE OF CONDUCT COMMITMENT FORM
The College recently refreshed and rebranded the language and commitment to their beliefs, values, and employer / employee expectations statements, now known collectively as the Maroon & Gold Standards (which was reviewed during the College Update portion of this meeting).

By consensus, in sync with the College, learnings from MCCA / ACCT conferences, and the Board's meeting with that of NCSC (OH), the Board refreshed language and commitment to their own Code of Conduct policy and practice by consensus.

CONSIDERATION OF BYLAWS REVIEW SCHEDULE
The current schedule for reviewing the Board's Bylaws was annually in August. The Board considered that common practice for the frequence of reviewing an organization's Bylaws is every 2-5 years. By consensus, the Board approved reviewing their Bylaws no less than every 5 years.

MLK MEDAL OF SERVICE AWARD & CELEBRATION DINNER
Since the beginning of 2025, as federally mandated, Jackson College has been navigating several amendments to policies, organizational structure, and practices. Among practices impacted organizationally is the Board's Martin Luther King, Jr. Medal of Service Award and Celebration Dinner.

The Board reviewed the current MLK Medal of Service Award process, award criteria, as well as a list of historical recipients, as well as a recommendation for what is the Board's award and the celebration dinner going forward.

The Board's new Statement of Practice for the MLK Medal of Service Award and Celebration Dinner will include the following elements:

- MLK Medal of Service Award electronic award nomination form is sent out from the Jackson College (JC) Marketing Department as a press release to the community and JC employees.
- Community and JC employees can nominate a person for the JC MLK Medal of Service Award winner up until the due date.

- Nomination forms will be given to the JC Board of Trustees and voted upon by the Board annually in the November Board meeting. (A Special Board meeting will need to be called for this to be awarded in 2026.)
- The MLK Medal of Service Award Winner will be notified by the JC CEO.
- The MLK Medal of Service Award will be presented by the Board at the JC MLK Celebration Dinner, located in the JC Snyder Dining Hall.
    - The JC Snyder Dining Hall has a seating limit of 225, limiting ticket sales as such.
    - There will be a special price for students
    - Residual funds collected from ticket sales will be donated to JC's annual support of Challenge Day.

BOARD CASE STUDIES
The Board stress tested their policies and Policy Governance practices by means of a case study that have immediate application, vis a vi 217f in the appropriations boilerplate, which was highly appreciated. At future conferences, time may be set aside for Trustees to meet and review case studies. The CEO's office will begin generating Governance Newsletters for the Board starting in February 2026. The CEO will cease having documented CEO Reports at Board meetings and refocus those efforts toward more frequent Board Information Mainly Trustee Briefings.

It was noted that the Board may request monitoring reports of existing ENDS and Executive Limitations policies at any time.

For future planning sessions, case studies will be included prior to the meeting in the Board meeting packet. Applicable policies to any provided case study will be indicated on the case study as well.

SPRING PLANNING SESSION – INVITATION TO ROSE MERCIER
By consensus, the Board were encouraged by the idea of inviting their Govern for Impact governance coach, Rose Mercier, back for a refresher on Policy Governance at the Board's 2026 Spring Planning Session as a 'booster-shot' for continuing their journey of continuous improvement. Areas of focus for Rose Mercier would include:
1. Preliminary review of policies and monitoring reports
2. Ownership Linkage – Building trust and engagement with Owners
3. Community Engagement – Staying within Policy Governance and also doing community engagement

The date of the Spring Planning Session previously determined as 03.31.26 may be rescheduled.

COLLEGE UPDATES

CONTEXT SETTING
CEO Phelan shared how people are currently using ChatGPT and the implications for higher education. AI is here to stay.

Other impacts on the College:

- Changing local markets: Shrinking demographics, disengaged workers, and escalating student challenges.
- Shifts in program mix, credential, and the skills conversation.
- Financial stress and a more fragile business model.
- Volatile federal and state policy environment.
- Rising expectations for governance, accreditation, and compliance.
- Technology, AI, and new instructional and support models
- Pressure to prove value for students, employers, and community.
- Leadership churn, workforce strain, and culture tensions.

We are a country living through a season of turbulence and transformation, where sharp divisions share the stage with quiet acts of courage, creativity, and care. Beneath the noise, we are wrestling with who "we" are and who we are willing to become for one another and for the generations that follow.

The world around us is changing so quickly that chaos is fast becoming our new normal. To lead well in this moment, we need a new vocabulary...a language that helps us truly make sense of change that old terms can no longer adequately describe.

CEO Phelan offered the book *Navigating the Age of Chaos – A Sense-Making Guide to a BANI World That Doesn't Make Sense*, by Jamais Cascio, Bob Johansen, and Angela F. Williams. He also shared this video on the definition of BANI – Brittle, Anxious, Nonlinear, and Incomprehensible.

Forward focus for the College includes:

- Positioning the College as a Student Focused Completion and Achievement Institution by incorporating CRM.
- Transitioning the College to CBE as a new, inviolable, assurance of the knowledge and skill.
- Enhancing the College's resilience to address unrelenting change by investing more in our talent and capabilities.
- Make JC the "proof point" on value and mobility.
- Rebuild our business model around adults, noncredit, skills, credentialing and the operations necessary needed.
- Lead our systemic AI work and engage in an employer-embedded learning push.
- Preparing for the HLC Comprehensive Evaluation across the whole of the College.
- Expanding upon our career and vocational programming to meet current and anticipated needs of the region.
- To grow and endure, we must move from stand-alone college to a regional lifelong talent engine, built on adults, employers, strategic partnerships and bold joint ventures.

GOVERNMENT SHUTDOWN IMPLICATIONS & RECOVERY

- The 43-day federal shutdown has ended with President Trump signing a bipartisan funding bill (CR) that keeps most agencies operating only through 01.30.26, while fully funding VA, USDA and the legislative branch for the year and guaranteeing back-pay for federal workers.
- For higher education, the damage continues: FAFSA processing and verification for FY '27 are delayed; OCR faces a growing civil rights backlog; VA technology and staffing failures have severely disrupted GI Bill and especially DEA payments; and SNAP payment delays exposed how fragile basic-needs support is for many students.
- Workforce Pell - Rule-making to start in Dec/Jan. Reaching out to various stakeholders, including the Governor, and the WIB. State needs to certify program alignment - high skilled-high wages. Must be at least 8 weeks in length (1/6th of a year). FAFSA is the vehicle that will be used to access this Title IV aid, which may be a challenge as people want their funding quickly.

CEO Phelan noted that SNAP benefits have not yet been completely recovered, and likely will not for another week. He also voiced concerns with the current Workforce Pell stipulations that may make for significant barriers to the funding.

MICHIGAN LEGISLATURE

- FY '26 Budget $147.3M healthcare reimbursement - this is the last year for that funding support.
- Reconnect was reduced. Community colleges did not ask for a $200M revenue shift at the state…the budget office and legislators did this.

MAROON & GOLD STANDARDS
Executive Director of Mission Alignment & Institutional Ethos, Jennifer Dobbs, shared her Jackson College student story and highlighted the Maroon and Gold Standards in an introduction to her new role and projects for the College.

STRATEGIC AGENDA UPDATE
Ashley Van Heest (Chief Strategy Officer) offered an update on the strategic agenda and its focus on intended outcomes via student success drivers and outcomes, institutional outcomes, lines of sight, and key performance indicators.

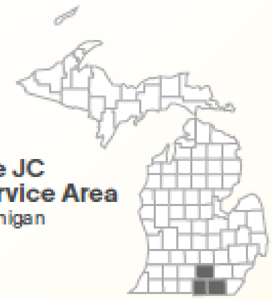
JACKSON COLLEGE ECONOMIC IMPACT STUDY
Ashley Van Heest (Chief Strategy Officer) highlighted results of a recent economic impact study conducted by the College, overview below:

Jackson COLLEGE

Reflects **FY 2023-24**

PUBLISHED JULY 2025

The Economic Value of Jackson College



The JC Service Area
Michigan

About JC

- **7,252** Credit students
- **76** Non-credit students
- **529** Employees

Economic impact analysis

$262.4 million Added income

Alumni impact

Impact of the increased earnings of JC alumni and the businesses they work for

An economic boost similar to hosting the World Series **40x**

OR **3,003** Jobs supported

$34.6 million Added income

Operations spending impact

Impact of annual payroll and other spending

Enough to buy **732** new cars

OR **591** Jobs supported

$2.5 million Added income

Construction spending impact

Impact of expenditures for ongoing construction projects

OR **35** Jobs supported

$2.3 million Added income

Student spending impact

Impact of the daily spending of JC students attracted to or retained in the region

Enough to buy **159** families* a year's worth of groceries

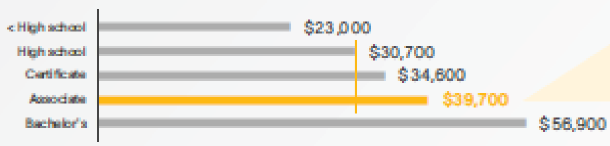
OR **45** Jobs supported

● = 100 jobs   * = family of four

1 out of every **37** jobs in the JC Service Area is supported by the activities of JC and its students.

Investment analysis

Average earnings by education level at career midpoint



The average associate degree graduate from JC will see an increase in earnings of **$9,000** each year compared to someone with a high school diploma working in Michigan.

For every $1...

- **Students** gain **$5.80** in lifetime earnings
- **Taxpayers** gain **$2.40** in added tax revenue and public sector savings
- **Society** gains **$9.20** in added income and social savings

Sources: Lightcast Economic Impact Study, https://www.bizjournals.com/washington/news/2019/10/16/nats-could-face-yankees-or-astros-in-world-series.html, https://www.coxautoinc.com/market-insights/kbb-atp-february-2024/, https://fns-prod.azureedge.us/sites/default/files/resource-files/Cost_Of_Food_Low_Moderate_Liberal_Food_Plans_February_2024.pdf

Lightcast

MARKETING NEW CAMPAIGN
Dotty Karkheck (Director of Marketing) shared the direction for the College's new marketing campaign as informed by interviews with the community and alumni: Education Reimagined. This campaign focused on student stories will be shared via:

- Inspire Magazine (July 2025, January 2026)
- Billboards
- Social media
- College web site
- TV / radio – Commercial
- Print & digital ads
- High school direct mail
- Jets athletics brand refresh

PLUS / DELTAS & NEXT BOARD MEETING TOPICS
The Board provided feedback on the quality of the content provided during this Board meeting, as well as the currently anticipated topics for the Board's next regular meeting (01.12.26). Below are currently anticipated topics.

- Excellence Minute – TBD
- EN-01 (#5) Board's ENDS – Policy Review
- EL-01 Treatment of Learners – Policy Review
- EL-02 Treatment of Employees – Policy Review
- EL-13 Use of AI & Machine Learning – Policy Alignment
- GP-13 Special Rules of Order – Policy Review
- BCD-02 Accountability of the CEO – Policy Review
- EN-01 (#4) Board's END – Interpretations Assessment
- EL-09 Organization Culture – Evidence Review
- EL-07 Compensation & Benefits – Evidence Review
- College Feature – IT Audit Follow-up – Doug Yenor

The Board collectively expressed their enjoyment of Jennifer Dobbs' presentation and their excitement for this role, specifically with her in it.

Trustee Lake and Mackey described the need to communicate JC's economic impact to the community.

Trustee Thomas valued the College's constant forward thinking.

Trustee Hoffman described his appreciation for exploring a case study with a policy that is relevant.

Trustees also appreciated the location of the meeting - HLC 200.

ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn."

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

Meeting Adjourned at 2:13pm ET.