REGULAR MEETING OF THE BOARD OF TRUSTEES
Jackson College
Central Campus, Potter Center Boardroom
10.12.26

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 10.12.26, 6:30P, at the Central Campus of Jackson College, Potter Center Boardroom.

Board Members Present: Vice Chairman Matt Heins, Trustee Philip Hoffman, Chairwoman Donna Lake, Trustee Danielle Mackey, Trustee George Page, Trustee Christopher Simpson, and Trustee Teshna Thomas

Board Member Absence: None

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Dr. Benjamin Valdez, Amber Collins, Christopher Kimball, Sarah Townsley, Josh Sullivan, Zac Moore

Chairwoman Lake called the meeting to order at 6:30P Eastern.

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: None.

BOARD COMMENTS & CEO COMMENTS:

Trustee Hoffman shared that he met with Congressman Tim Walberg on 09.14.26 in Washington D.C., a meeting at which he shared a Jackson College community project funding request – CDS. The request has been assigned to the Congressman's staff. Congressman Walberg's chief policy advisor also held a meeting with CEO Phelan. A grant option will be pursued. Congressman Walberg will be attending a portion of the Board's Fall Planning Session on 10.29.26. CEO Phelan described the challenges community colleges are faced with when attempting to participate in the current iteration of the Workforce Pell Grant Program, which he is addressing with the Congressman's help.

Vice Chairman Heins commended Jackson College for once again being awarded the Michigan Veteran's Affairs Gold Status Award – the College's 10th year of recognition. Special thanks were given to Randall Locke and the team in JC's Veteran's Office on Central Campus. Vice Chairman Heins also described his hope to see

changes made to the Open Meetings Act, to allow Board members to vote remotely at Board meetings.

Trustee Mackey gave kudos to JC's Amber Collins for her coordination of the Career Exploration / Mentorship event with Consumers Energy, sharing that the engagement was impressive, and JC took the insights that Consumers Energy provided and put them into action. It was very well executed and the students walked away feeling much more comfortable to enter the industry.

Trustee Simpson gave kudos to Scott Watkins who is working to get the police enforcement program to JC. He described being impressed with the work and sees that it will be significantly beneficial to law enforcement training in the area. CEO Phelan thanked JC's Benjamin Valdez and former JC employee Jamie Vandenburgh for their efforts on this program. He noted that JC is working to develop public services generally for the area.

JACKSON COLLEGE & IT AUDIT REPORTS:
Representatives from the Rehmann auditing firm (Josh Sullivan and Zac Moore) presented the Jackson College and IT Audit Reports and received questions from the Board.

Trustee Hoffman highlighted that the College's liabilities have been significantly reduced. CEO Phelan and Michael Desnoyer will provide the Board with the source and history of federal and state funding that JC has received.

Doug Yenor described how patching software will be helpful in the future. CEO Phelan described Vector Solutions training that is required of all employees, including phishing and pen testing. The importance of an IT Audit was reinforced and will continue to be an expanding investment.

FUTURE SIGNALING:
CEO Phelan shared the AACC's video *Community Colleges: Engines of Opportunity Across America*.

Marla Stuck, JC's new VP, Student Achievement & Employee Success, was introduced. CEO Phelan thanked Joyce Dunbar for her assistance as the interim VP of HR.

CEO Phelan led a discussion of the following future signaling items:
1. https://www.ccdaily.com/2026/08/student-housing-solutions/
   Generative Questions: Student Housing:
   - "What should Jackson College's promise of educational opportunity mean for people whose housing circumstances prevent them from enrolling, persisting, or completing...and whose

DRAFT

- "What level of institutional commitment is justified to help those students succeed, and what must we protect as we pursue that commitment?"

Trustee Mackey described JC's housing of linemen during critical moments. Trustee Thomas described JC's housing as another added layer of JC's contribution to the Jackson community.

2. https://www.nytimes.com/2026/07/13/style/gen-z-trade-school-careers-ai-college.html

   Generative Questions: Trades:
   - "What assumptions about a 'successful education' should we reconsider, and what results should Jackson College's Ends value across trade, technical, and university-transfer pathways?"
   - "As AI changes the world of work, what balance should our Ends strike between students' ability to earn a living today and their capacity to adapt and thrive throughout their lives?"

Discussion ensued about finding where human interaction is needed in trade programs. JC continues to make investments into in-person options at the College. The timing of launching the College's Applied Technology Center could not have been better. Trustee Mackey described JC as a one stop shop for every student…there is an opportunity for everyone. Informing the community of opportunities at JC changes lives.

Trustee Simpson and CEO Phelan discussed investing in the community's career center. The Jackson County Early College is working to have more students matriculate to JC rather than going on to other institutions.

ACCT CONFERENCE:
The Board discussed preparations for the upcoming American Community College Trustees Leadership Congress in Chicago, 10.20-24.26.

CEO Phelan described that he, Chairwoman Lake, and Policy Governance Coach Rose Mercier will be giving a presentation entitled *Governing Before the Crisis – Why Policy Governance Is the Board's Best Protection Against Drift, Dysfunction, and Distrust* at the conference. CEO Phelan will provide Trustee Mackey with the presentation, since she will be unable to attend in Chicago.

EXCELLENCE MINUTES: Career Exploration / Mentorship event with Consumers Energy – Amber Collins
Amber Collins, JC's Director of Economic & Workforce Development, shared highlights from the 09.25.26 Career Exploration and Mentorship event with Consumers Energy and JC.

DRAFT

Jackson College students connected with education-to-career pathways at Consumers Energy. The event emphasized career awareness and education-to-career alignment, strengthening the talent pipeline within Jackson County and the surrounding region. Students had direct access to Consumers Energy employers, hands-on career exploration, and clear pathways from education to employment across technical, skilled trades, STEM, environmental, operations, and business professions. This event provided a direct connection between curriculum and workforce application and was designed to enhance classroom relevance and create opportunities for industry-informed dialogue.

Nearly 60 Jackson College students participated, 50+ Consumers Energy Ambassadors volunteered their time, and 22+ Jackson College faculty, staff & administrators volunteered. Tours of Jackson College's Central Campus were also offered.

At least 2 Jackson College students have applied for Consumers Energy internships. Several students stayed beyond the scheduled programming for additional mock interview practice and feedback. Students received hands-on guidance to strengthen resumes, interviewing skills and professional confidence. Community members and high school students also participated.

Employers shared that the event opened their eyes to just how limited they were in knowing all of the possibilities at JC. A faculty member shared that conversations with Consumers Energy professionals helped them think differently about bringing real-world application into the classroom—while creating new industry contacts for future collaboration.

The goal is to make this an annual Jackson College–Consumers Energy partnership that continues to connect students, faculty and industry while creating stronger pathways from classroom to career.

Trustee Mackey suggested that other organizations might like to do this. Amber Collins agreed, suggesting the health care industry. Efforts may be made in the future to also host these events in City of Jackson locations like the MLK Center, the American One Credit Event Center, or the Lean Rocket Lab.

BOARD GOVERNANCE

OWNERSHIP LINKAGE UPDATE:

The Board reviewed a second draft letter of appreciation and follow-up for participants in the FY '26 Ownership Linkage (OL) focus groups, incorporating Trustee requests for more detail regarding the operational impacts of the Owner's input. The Board approved the draft via consensus.

DRAFT

CONSENT / REQUIRED APPROVAL AGENDA

ADOPTION OF MINUTES, POLICY REVIEW, AND INTERPRETATIONS ASSESSMENTS:

Prior to the meeting, Board members individually reviewed the minutes of the most recent Regular Board Meeting dated 09.14.26 in consideration for placement into the formal record of the Jackson College Board of Trustees.

For its regular review, the Board considered their ENDS Policy EN-01 (#1-3) , to which policy pre-review Trustees (Chairwoman Lake and Trustee Mackey) and CEO Phelan recommended edits regarding technology impact on education and employment. Also for their regular assessments, the Board assessed the CEO's interpretations of Board Executive Limitations Policies EL-03 Planning and EL-05 Asset Protection for reasonability. The Board revisited interpretations for EL-05 from the 09.14.26 Board meeting because 2 newly approved policy items, technology-related items 9.6 and 9.6.1, had mistakenly not been included for consideration in the 09.14.26 interpretations assessment.

Trustees also reviewed a case study (Updating ENDS Policies for New Technologies) that the policy pre-review Trustees discussed during their policy review session on 09.14.26.

MOTION BY TRUSTEE SIMPSON TO:

- **APPROVE THE BOARD MEETING MINUTES DATED 09.14.26;**
- **APPROVE POLICY EN-01 (#1-3) AS AMENDED;**
- **ASSESS THE CEO'S INTERPRETATIONS FOR POLICY EL-03 AS REASONABLE, AS AMENDED;**
- **ASSESS THE CEO'S INTERPRETATIONS FOR POLICY EL-05 AS REASONABLE, AS AMENDED;**

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

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EN-01 (#5) BOARD'S ENDS – EVIDENCE REVIEW:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EN-01 (#5) Board's ENDS indicating Full Compliance according to his previously approved interpretations.

MONITORING CEO PERFORMANCE: EI-01 TREATMENT OF LEARNERS – EVIDENCE REVIEW:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-01 Treatment of Learners indicating Full Compliance according to his previously approved interpretations.

DRAFT

MONITORING CEO PERFORMANCE: EI-02 TREATMENT OF EMPLOYEES – EVIDENCE REVIEW:
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-02 Treatment of Employees indicating Partial Compliance according to his previously approved interpretations.

He indicated partial compliance because the College's new AI Responsible Use Policy is not yet completed. It is in final draft and under review by members of the AI Committee, with completion expected by the end of October 2026. Until it is adopted, the AI Committee oversees responsible AI for use on campus. Employees remain bound by the Information Security Policy (1614) and, in academic roles, by the Academic AI Policy (AC-1053). The College is testing AI use in practice before formalizing. The Claude Cohort mentioned is a sub-group of the AI Committee and an example of this approach that is developing AI tools to improve employee workflows while following Policy 1614's data protection rules. Its early results are informing the final policy so that the policy reflects how AI is actually used at the College.

Evidence of full compliance will be demonstrated at the 11.09.26 Board meeting.

CEO Phelan noted that as the College continues its pursuit toward more quantitative evidence of compliance, monitoring periods may need to be lengthened for collection of such data.

MOTION BY TRUSTEE PAGE THAT

- **THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EN-01 (#5) BOARD'S ENDS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PAGE, SIMPSON AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**
- **THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-01 TREATMENT OF LEARNERS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PAGE, SIMPSON AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**
- **THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-02 TREATMENT OF EMPLOYEES AND FINDS THAT IT DEMONSTRATES PARTIAL COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY, WITH A DEMONSTRATION OF FULL COMPLIANCE EXPECTED AT THE 11.09.26 BOARD MEETING.**

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

DRAFT

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance & Policy Review Schedule
Trustees reviewed the report that provides the monitoring compliance schedule, as well as an updated summary of the CEO's monitoring compliance reports, presented to the Board over the preceding 12 months with the compliance status noted.

This report and summary will be provided perpetually going forward by means of the Board's resource center rather than as an agenda item.

INFORMATION REQUESTED BY THE BOARD

COLLEGE FEATURE: Jackson County Early College – Christopher Kimball :
JC's Director of Jackson County Early College (JCEC), Christopher Kimball, shared the outstanding status of the Fall 2026 JCEC cohort.

Jackson County Early College (JCEC) gives high school students across Jackson County the chance to start college early while still earning their high school diploma. Students follow a guided academic pathway that can lead to an associate degree, certification, or up to 60 transferable college credits — all while saving families thousands in tuition and preparing for college, careers, and life after graduation.

JCEC is highly successful because:
- Students take a limited number of classes each semester in a supportive & familiar environment and receive personal, one-on-one, advising where they are truly known and supported.
- Saves Students Money & Financial Aid Eligibility
- 2025 - 2026 Academic School Year
  - 11,436 Total Credit Hours Successfully Completed
  - 3,931 Courses Successfully Completed
  - 92.21% Overall Success Rate
  - 100% Success Rate in College Algebra and Higher
- Over the past five years, JCEC has experienced remarkable growth; the program started with nearly 400 active students - this Fall we have nearly 1,100 active early college students across all Jackson County School Districts. By start of Spring we'll surpass 1,100 actively enrolled.
- Fall 2026: 151 13th Year Students (most ever in program history).

CEO Phelan thanked the Superintendents that leaned into this vision and the JC employees that made it happen.

Christopher Kimball clarified for Trustee Hoffman that students must be attending a Jackson district high school in order to be eligible for JCEC.

NEXT BOARD MEETING TOPICS
The Board reviewed agenda topics for the Board's next meetings – 10.29.26 Board's Fall Planning Session and 11.09.26 Regular Board meeting.

DRAFT

Below are currently anticipated topics.

10.29.26 Board's Fall Planning Session

- Board Governance
  - Ownership Linkage
  - Open Meetings Act Refresher
  - Board's Liability Insurance
  - Diligent Boardbooks Contract Termination / JetBooks Implementation
  - Board Case Studies
  - History of JPEC
- College Updates
  - Internal Employee Survey
  - Professional Development / Training Updates
  - Strategic Agenda Update
- State & Federal Updates
  - Representative Tim Walberg JC Visit and Tour

11.09.26 Regular Board Meeting

- Excellence Minute: Barrier Removal Grant – Julie Hand
- Policy Review: EN-01 (#4) Board's ENDS
- Evidence Review: EL-04 Financial Conditions
- Evidence Review: EL-08 Communication & Support to the Board
- Interpretations Assessment: EN-01 (#1-3) Board's ENDS
- CEO Monitoring Compliance Schedule & Summary
- MLK Medal of Service Award Recipient Decision
- 2027 Board Meeting Dates
- CEO Annual Contract Consideration
- FY '27 Budget Adjustments
- College Feature: TBD
- Next Board Meeting Topics

SELF-EVALUATION OF GOVERNANCE PROCESS & BOARD PERFORMANCE AT THIS MEETING

PRINCIPLES OF POLICY GOVERNANCE:
Members discussed the Policy Governance principles of monitoring institutional performance, executive limitations, and governance process. The also reviewed the results of the 09.14.26 Board Meeting Self-Assessment Summaries.

MEETING CONTENT REVIEW
Trustee Page described how impressive the success rates of JCEC are.

ADJOURN
MOTION BY TRUSTEE HOFFMAN "To adjourn."

DRAFT

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

Meeting Adjourned at 8:20PM EDT.

DRAFT