FALL PLANNING SESSION OF THE BOARD OF TRUSTEES
Jackson College
Central Campus, Potter Center Boardroom
10.29.26

[DRAFT & UNOFFICIAL]

The Fall Planning Session of the Board of Trustees of Jackson College was held on Monday, 10.29.26, 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, Michael Desnoyer, Brendon Beer, Jennifer Dobbs, Ashley Van Heest, Foster Kusz, Cierra Sylvester, Jonathon Marowelli, Senator Sue Shink, Representative Kathy Schmaltz, Representative Nancy Jenkins-Arno.

Chairwoman Lake called the meeting to order at 8:30A Eastern 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: None.

Chairwoman Lake described a positive experience had by attending Trustees at the 2027 ACCT-LC Conference in Chicago.

CEO Phelan thanked JC employees for the preparation and participation in the Board's Fall Planning Session, followed by lunch and a campus tour with Senator Sue Shink, Representative Kathy Schmaltz, and Representative Nancy Jenkins-Arno.

CEO Phelan started with a context setting for the meeting, describing JC as a human development organization, masquerading as a college. Our purpose is to expand what people believe they can become…and what they are capable of achieving. The College is how we organize the work. Human development is why we do it.

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Human-First makes our purpose personal. Every student should be able to say:

- Someone here knows me and my aspirations.
- Someone expects me to succeed and help me grow.
- Someone notices when I begin to struggle.

Connection is a responsibility we share across the College. It must shape how we operate.

- More purposeful, human interaction in learning.
- A trusted person and a clear 'next' for every student.
- Early outreach, with follow-through until help connects.

Our priority will be to use technology to create more time for people. We will judge our progress by students' senses of connection, demonstrated learning, persistence, and achievement.

Trustee Thomas described that the College must be human-first and thanked JC employees for leaning into that.

Trustee Simpson described his experience at JC in the first English class he attended and the impact the instructor had on his life.

CEO Phelan closed the topic with, "As the community grows, we grow."

BOARD GOVERNANCE

OWNERSHIP LINKAGE UPDATE:

The Board reviewed their Ownership Linkage History & Plan for FY '20-28. The consensus of the Board was to pursue a focus group meeting with the Jackson County NAACP. Trustees participating in the meeting will be Chairwoman Lake, Trustee Mackey, and Trustee Simpson. At the Board's 2027 Spring Planning Session, the Board will analyze the trends of the community focus group meetings held 2020-2027.

Chairwoman Lake also shared that she would like to see the Community Engagement presentation that the JC Employees have presented to the Boards of Spring Arbor, City of Jackson, Summit, and Waterloo Townships.

OPEN MEETINGS ACT REFRESHER:

The Board discussed Michigan's Open Meetings Act. The Board's OGC, Brendon Beer, and CEO Phelan presented an overview of the OMA and responded to questions.

A one-page document in support of Senate Bill 271 was generated at Trustee Hoffman's request and will be shared with our local delegation.

A copy of the Attorney General's '26 Handbook for the Open Meetings Act was provided to the Board. (An abbreviated version will be placed in the Board's reference pack at

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each Board station). In light of the discussion, the Board's OGC, Brendon Beer, will review the Board's Bylaws to help determine if any amendments need to be made related to the OMA.

BOARD'S LIABILITY INSURANCE:
The College's VP, Student Achievement & Financial Services, Michael Desnoyer, reminded the Board of the liability protection and coverage levels afforded to them under the College's current insurance plan.

Trustee Simpson asked if the cyber liability insurance held by the College was enough. It was expressed that this is the most that insurance will allow.

Trustee Hoffman asked for a synopsis of the liability insurance coverage, which will be provided to all Trustees.

A moment was taken to give Halloween candy to children from the Howser Child Development Center (HCDC) on JC's Central Campus. CEO Phelan noted that the College is working to expand and improve the playground space and the childcare opportunity as a whole at the HCDC for JC's students and employees.

DILIGENT VS. JETBOOKS:
Foster Kusz, JC's Database Application Specialist, who presented AutoDocs to the Board back in September, was back presenting an in-house alternative to Diligent Boardbooks. This strategy was in response to Board concerns and license cost.
It is CEO Phelan's intention to make a full transition from Diligent to the new 'JetBooks' by the 01.11.27 Board meeting. Trustees extended their enthusiasm and support of JetBooks.

BOARD CASE STUDIES:
The Board stress tested their policies and Policy Governance practices by means of a case study, simulating their response to a Board case on learner complaints.

CEO Phelan described how the College regularly seeks input on daily inefficiencies in software, roles, and services.

BOARD PACK TOOLS:
CEO Phelan described and demonstrated AI tools the Board might consider in their Board work (recalling the previous video he created with AI to assist the Board with their understanding of the most recent audit report.) He demonstrated another video generated by AI to assist the Board with their understanding of a recent financial report using Gemini Notebook, which the Board appreciated for future use, as well as Captions and a Policy Governance Live Avatar.

CEO Phelan described how AI is reshaping work and investment.

- 76% of employees surveyed reported using AI at work in 2025.
- 11 million U.S. workers may need to change occupations by 2035.

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He outlined Jackson College's planning priorities:

- AI fluency and demonstrated learning – Jets AI Studio is in the works for internal experimentation. The College is also working toward JetGPT (a closed-system) AI tool).
- Clear routes into changing careers – The Jets Career Center will offer an outlet for exploring tools.
- More time for human connection.
- Evidence of benefit and clear boundaries.

Trustee Hoffman suggested creating a symbol for students to use that indicates when they have used AI to assist in their work.

Trustee Thomas and Trustee Mackey described how students using AI to study could be helpful (i.e., testing quizzes can be created).

Trustees shared their appreciation for the financial report analysis (generated with the help of AI) that CEO Phelan shared. Trustee Mackey suggested adding comparisons to historical performance would be helpful. CEO Phelan will offer a 6-minute snapshot of this nature to the Trustees monthly / as needed.

Trustee Hoffman described how putting analysis like this on the JC website would be helpful to the public, constituents, and Owners.

Trustee Heins asked that the financial report analysis include debt service going forward. He also requested Board training on how to read a budget during a Board planning session or retreat.

Discussion ensued regarding the implications of changing the College's fiscal year to match that of the State. CEO Phelan will share a plus/delta of altering the fiscal year at a future Board planning session.

CEO Phelan will offer both written and audio versions of his eBIM's going forward.

Trustees were appreciative of President Phelan's introduction of a Policy Governance Live Avatar and would like it for their individual use, with occasional use at Board meetings.

TASK FORCE & SPECIAL BOARD MEETING CONSIDERATION:
Regarding the CEO Contract Review, Chairwoman Lake and Vice-Chairman Heins requested that the Board consider the following:

1. Creation of a time-limited Task Force, with the suggested membership of Chairwoman Lake, Vice-Chairman Heins, and Trustee Simpson. This Task Force will review collected CEO compensation reference documents and hold a meeting with

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the Board's Office of Legal Counsel (Brendon Beer) and the College's VP, Student Achievement & Employee Success (Marla Stuck) to review the CEO's contract and reference documents. This Task Force will then develop a recommendation for the Board's consideration.

2. Schedule a Special Board meeting before the end of 2026 to further review the CEO's contract and reference documents as a full Board, receive recommendations from the Task Force, and approve the CEO's contract, as amended, if amendments are determined and approved.

The Board's consensus was to hold a Special Board meeting on Thursday, 12.10.26, at 8:00am in the Potter Center Boardroom to address the CEO's contract.

2027 BOARD MEETING PLANNING:

CEO Phelan made a number of recommendations for the Board's consideration:

1. Consideration of a different day of the week or time for their regular Board meeting, recommending Tuesday.
2. Consideration of a mid-day meeting time, recommending 11:30A – 1:00P with a working lunch – out in 90 minutes.
3. Consideration or a restoration of our Summer Retreat. He recommend this.
4. Consideration of reducing the number of board meetings, recommending 8 regular meetings (removing January and August), 2 planning sessions, and the summer retreat.

The Board's general consensus was to:

1. Keep the regular Board meetings on the 2nd Monday of every month.
2. Move the regular Board meetings start time to 5:30pm (rather than 6:30pm).
3. Not hold regular Board meetings in August or January.
4. Add a Summer Retreat.

These proposed changes will be brought forward to the next regular board meeting.

COLLEGE UPDATES

INTERNAL EMPLOYEE SURVEY:

Jennifer Dobbs, Executive Director, Mission Integration & Human Flourishing, shared intentions to conduct an internal employee experience survey, noting that if we understand our employees' experiences, we have a better chance of knowing what to do about it. She also described movement in training methodology toward conversational learning rather than instructional, closing with the training investment of when our people grow, our mission grows. Jennifer also shared a document with the Board that provided advice employees would give to new employees, shared at new employee orientations (i.e., Get to know your colleagues outside of your department; it will encourage you to feel included in the bigger picture.)

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STATE & FEDERAL UPDATES

STATE & FEDERAL DELEGATES LUNCH & CAMPUS TOUR:

The Board hosted lunch with 3 of our State and Federal Delegates. All of JC delegates were invited. Those that made it were Senator Sue Shink, Representative Kathy Schmaltz, and Representative Nancy Jenkins-Arno. The lunch was followed by a tour of Central Campus with the Delegates.

ADJOURN

MOTION BY TRUSTEE HOFFMAN "To adjourn."

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

Meeting Adjourned at 1:08PM Eastern Time.

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