



## **SPRING PLANNING SESSION OF THE BOARD OF TRUSTEES**

Jackson College

Central Campus, Potter Center Boardroom

04.01.25

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The Spring Planning Session of the Board of Trustees of Jackson College was held on Tuesday, 04.01.25, 8:00am, at the Central Campus of Jackson College, Potter Center Boardroom.

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

*Board Member Absence:* Trustee Philip Hoffman

*Others Present Include:* Dr. Daniel Phelan, Keith Everett Book, John Globoker, Jennifer Dobbs, Ashley Van Heest, Julie Hand, Jason Valente, Jesse Wallenfang, Ashley Banks

Chairwoman Sheila Patterson called the meeting to order at 8:00 AM Eastern Daylight Savings 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:*

Chairwoman Patterson invited attending members of the public (who registered via the form provided at the Board Room door prior to this portion of the agenda) to offer their comments to the Board of Trustees (up to five minutes each).

There was no public comment.

### **FY '25 COLLEGE UPDATE**

CEO Phelan started the planning session with the top ten issues likely to impact Jackson College in the coming year:

10. Focus on Workforce Alignment, Career Readiness, & Economic Development
9. Expansion of Online and Hybrid Learning Models
8. Adapting to Changing Student Demographics
7. Emphasis on Data-Advised Decision Making
6. Strengthening K-12 and Community College Partnerships
5. Mental Health & Well-Being of Students and Staff
4. Evolving Federal and State Policies Impacting Higher Education
3. Financial Challenges Amid Declining Enrollments
2. Continuing Shift Toward Short-Term Credentials and Micro Credentials
1. Integration of Artificial Intelligence (AI) in Higher Education

Trustee Heins asked if JC classrooms are ready for a hybrid experience. CEO Phelan explained that they are not ready for a robust hybrid experience yet, but it is being strongly considered. CEO Phelan described the College's new recording studio put in place in Bert Walker Hall at the recommendation of JC Instructor, Dr. Sonja Howell, which is a new resource for faculty to use in creating high quality recordings of their lessons for online use. For the hybrid classrooms, Trustee Heins described that an increase in the IT budget may be necessary.

### *COLLEGE'S NEW WEBSITE*

JC Graphic/Web Designer, Ashley Banks, offered an update on the College's website, which is being upgraded using new software. This project experienced a data transfer delay but should be launched by this coming June. She offered a demo of the new website for the Trustees.

### *ON THE HORIZON FOR JC*

CEO Phelan shared aerial views of the Applied Technology Center construction thus far, as well as the most recent photos of the Sim Lab build-out in Whiting Hall.

CEO Phelan described what is on the horizon for Jackson College:

- Competency-Based Education in 01.26
- New Programs: Nuclear & Hydrogen Techs, and Education
- Capitol Campaign
- Expanded Partnership with Siena Heights
- Preparation for HLC Comprehensive Visit
- Faculty Association Negotiations
- 7<sup>th</sup> Educational Pathway: Business
- Getting Focused on Persistence & Completion

Vice Chairwoman Lake described her appreciation that the College is considering bringing back an education pathway partnership potentially with Siena Heights.

### *CONGRESSIONAL / LEGISLATURE ACTIONS:*

The Board reviewed actions the Board and College have taken in response to recent Congressional and Legislature directives and organizational shifts, actions found via JC's public facing website [here](#).

CEO Phelan described advocating to keep Pell grant funding at least at the current level, and to continue to receive Perkins grant funding. The minimization of the USDOE and moving Pell to the US Department of Treasury could have a chilling effect on processing the FAFSA and fund distributions.

The Governor's recommendation is generally favorable to community colleges. There is discussion currently about the potential for ITEMS funding.

### *AFTER ACTION REPORT / COMMUNITY ENGAGEMENT:*

The Board completed an After-Action Report together, affirming the Board's objectives for the Congressional / Legislature scenario, what they expected to happen, what actually happened, as well as what and how they can improve in their actions in the future. This discussion provided insight for future occasions, additional professional development, and policy changes. It also explored the effectiveness of the Board and College's community engagement throughout this scenario and going forward.

Vice Chairwoman Lake commended the administration for their quick action internally and felt that policy governance was followed well. She described that community-wide discussion was lacking.

Trustee Simpson described information being shared quickly and in a timely manner with the Board, in the best interest of the College. Public comment was expected, considering the topic, and appreciated. Communication with the community and students could perhaps have been messaged differently for their consumption.

Trustee Mackey shared appreciation for the administration, for not putting JC in danger. She also described a lack in transparency with the community and students. She described that public forums could positively impact community engagement with and perspective of JC. She suggested conducting town halls in downtown Jackson. She asked CEO Phelan for a robust strategic plan for JC's community engagement, to aid in re-establishing and developing relationships with the community.

Trustee Thomas described a quick reaction time and the administration working closely with the Board. She recommended the College consider appointing a Community Engagement individual, to best connect JC with the community and keep key community leaders aware of and ahead of impactful decisions.

Chairwoman Patterson described agreement with all Trustees, emphasizing that there was not a lot of time allowed to make impactful decisions. She suggested that some remaining internal mistrust may have inflated the current situation with employees and students. She also suggested that community engagement in this scenario was lacking in a way it may not have been in the past. She described that the public seemed unaware of what the Board was approving at the 03.17.25 JC Board meeting, which were policy changes, not operational changes; the Community is potentially not sufficiently made aware of how policy governance works.

Trustee Simpson described that the review of the 10 JC Board policies impacted by federal directives could have been conducted sooner. He also noted that individuals not in favor of using AI may not have understood how AI was used to generate suggested policy edits.

CEO Phelan expressed that all of this feedback will be taken into consideration and revisited at a future Board meeting with an improvement plan.

CEO Phelan shared the below listing of the College's current community engagement and collaborations, which includes College participation on several community Boards, community outreach, and invitations to the community to enjoy activities on the College campuses.

### **Community Service Projects – Fall 2024**

- JC employees volunteered as a group at the Dahlem Center and the John George Home.
- Student group service projects
  - Medical assistants helping at the Jackson Interfaith
  - Dental hygiene students hosting a nutrition-focused HealthWise event (open to the community)

## **Community Collaboration**

- Jackson Symphony Orchestra
- Center Stage Jackson
- Hanover Horton HS – Commencement
- Northwest High School
- Local law enforcement and FBI
- So MI Chapter of Credit Unions Youth Competition
- Challenge Day
- Henry Ford Health
- Siena Heights University
- Grand Valley State University
- Family Services and Children's Aid
- ABC Academy
- Jackson County Intermediate School District
- Jackson Chamber of Commerce
- Local Employer Training
- Jackson District Library – library services
- Jackson Civic Art Association – local artist exhibits
- Jackson Co Rose Run
- Cascade Falls
- Astronomical Observatory public viewing and special events
- Sports and Youth Campus
- CCE Programming – community workshops, campus and professional development

## **Performing Arts**

- Approximately 40,000 attend cultural performances each year at the Potter Center.
- Educational outreach opportunities for local elementary school students (Jackson, Lenawee and Hillsdale) by offering performing arts programming during the school day. Attendance averages 6,000 students per year.

## **Free Community Events**

- Spooktacular
- Easter Egg Hunt
- Summer Concert Series
- Healthwise Events
- Musical performances in local senior, care homes, schools
- Senior information technology sessions with JC students
- Senior pickleball events

## **Health and Fitness**

- Fieldhouse Fitness Center
- Jets Air Station
- Athletic fields
- Disc golf course (free community benefit)
- Jets Fitness Trail (free community benefit)
- Priority Health Fitness Court (free community benefit)

## **Sponsorship Commitments**

JC supports community organizations and fundraisers with sponsorship funds and in-kind donations. Annual sponsorship is \$15,000. Organizations include:

- Salvation Army
- Hospice of Jackson
- Civil War Muster
- Local schools
- Cascades Humane Society,
- Jackson Animal Shelter
- Junior Achievement
- Jackson Chamber of Commerce (MLK Diversity Breakfast, Annual Meeting, Women's History Event, and Off The Clock)
- Hot Air Jubilee
- Jackson School of the Arts
- YMCA
- Girl Scouts
- Family Services and Children's Aid
- John George Home
- Region 2 Area Agency on Aging
- Big Brothers Big Sisters
- Dahlem Conservancy
- Lions Club
- disability Connections
- NAACP
- Jackson Community Foundation
- Michigan College Access Center
- Summit to Reduce Violence
- Irish Hills Chamber
- Special Olympics
- Lifeways

### **Media Promotions**

- Jackson Blazer (2 half page ads per month)
- Jackson Magazine (5 ads in Jackson Magazine and 1 ad Jackson Living)
- 5 Billboards in Jackson County
- Top of mind campaign on McKibbin Radio
- Network TV (6 and 10) Cable and Streaming TV
- JTV/Bart Hawley Show (includes our monthly segment along with additional appearances to promote programs and events)
- Press Releases: Marketing sends out on average 75 news releases each year to these media:

- JTV
- Mlive.com – Jackson Citizen Patriot
- Blazer News
- Jackson Newstalk Radio/K105.3
- Brooklyn Exponent
- Springport Signal
- The Salesman (Concord & Homer-area shopper)
- Daily Telegram, Adrian
- Hillsdale Daily News
- Tecumseh Herald
- Blissfield Advance
- WLEN Radio Lenawee
- WCSR Radio Hillsdale
- TV 6 WLNS
- TV 10 WILX
- TV 47 WSYM
- Michigan Community College Association and American Association of Community Colleges (Community College Daily) – larger issues, as appropriate

Vice Chairwoman Lake described her appreciation for the vast list of community engagement efforts. She also recommended adding conversation opportunities for the Community with the College. She encouraged the College to have a Community Townhall and get back to their Ownership Linkage meetings.

Trustee Mackey described a conversation opportunity as detrimental to passing a millage and that Board members could be better utilized to help accomplish community engagement. She suggested the Board create a Community Engagement Committee and host an after-action townhall. She also requested a strategic community engagement plan.

Trustee Simpson thanked the administration for the current community outreach. He described a black leadership summit (the African American Male Summit) that was held in the past that might be considered to reacclimate the College with the black leadership of Jackson County.

Chairwoman Patterson requested additional visibility from CEO Phelan in the community. She requested a list of CEO Phelan's Board commitments and would like to hear updates about his experiences on those Boards.

Trustee Mackey thanked CEO Phelan for facilitating the After-Action Report. She suggested that he work with the Board to develop the community engagement strategy and incorporate the Board into that strategy.

### *PACE SURVEY NEXT STEPS*

Jennifer Dobbs (Apprenticeship Services Coordinator) provided an overview of the most recent PACE employee survey results. Additionally, she offered comparisons to the previous year, comparisons to the normative group, and some general insights.

2022-2024 goals coming from PACE were:

1. Increase participation in the PACE survey
2. Opportunities for Growth
3. Communication improvements

There were 173 overall responses to the survey, a 61% completion rate, which was an improvement over the previous survey.

Significant improvements were made in communication. Impactful initiatives in 2024 included:

- Weekly Phelanotes from CEO Phelan to employees
- Backyard Bashes held at Wickwire for employees, hosted by CEO Phelan.
- Monthly Employee Townhalls
- Hiring Processes – Employees have a voice in the leadership selection.
- Innovation 100
- Refueling Depot

Points of employee pride included that 86% of employees felt that their job is relevant to the College's mission. A previous area needing attention showed that employees now express experiencing more meaningful professional development and training opportunities.

66% of employees who responded to the survey have been employees for less than 5 years. Focus groups for that group, as well for those that have been employees for 16-20 years (who had lower responses) were recommended.

57.8% of participants provided open-ended feedback. Institutional structure still has the lowest satisfaction, though this survey did have more gratitude and positive comments. Investment in open-ended comments was highly encouraged.

Data trends were negatively affected by more use of the choice "neither" within the survey. Growth opportunity is the survey itself. The PACE survey recommendation is to conduct every 2 years rather than every year, but to talk about the survey constantly.

Jennifer Dobbs will share this same information with employees during a town hall later in the day.

In light of these findings, as well as recommendations from the Belk Center at North Carolina State University (the developer of the PACE instrument), it is CEO Phelan's intent to return the College to conducting the survey every other year, so as to allow for sufficient time to meaningfully understand improvements as a result of applied changes.

CEO Phelan is also working with Ashley Van Heest in the JC Institutional Research and Effectiveness Department to consider other tools that JC might consider so as to learn a deeper insight (through a progressive branching process) to more clearly understand the meaning of employee responses.

Trustee Thomas described that 93 questions may be too many. Vice Chairwoman Lake thanked Jennifer Dobbs and shared support for continuing to offer open-ended questions.

Trustee Mackey asked if there were employee resource groups at the College. CEO Phelan described committees that function as employee resource groups, like the Workforce Development Committee.

Trustee Mackey requested that the College research how employee resource groups impact institutions and their culture and provide that research to the Board. Chairwoman Patterson and Trustee Thomas described resource groups that HFJH and Consumer Energy have. Chairwoman Patterson described the benefits of these groups being formally supported by the institutions.

Vice Chairwoman Lake inquired as to how elimination of DEI efforts affects the ability to have certain employee resource groups.

CEO Phelan described employee participation in monthly employee townhalls, as well as via faculty and staff union memberships.

The Board took a break at 9:47am and returned to the meeting at 10:02am.

#### *STRATEGIC AGENDA:*

Via this [link](#) is Jackson College's evergreen strategic agenda for the next 18 months, which has been reviewed quarterly by the Leadership Council and subsequently extended for another 3 months.

Ashley Van Heest led the Board through highlights of the Strategic Agenda and highlighted work JC has been doing relative to the advancement of the Academic Council and associated Instructional Quality Committees (IQCs) and its peer relationship to the College's Leadership Council and their Operational Quality Committees (OQCs). She demonstrated how those collective plans lead to a comprehensive Strategic Agenda via the chart below.





## Strategic Agenda

*Committed. Connected. Innovative. Adaptive.*

Leadership Council Agenda

Academic Council Agenda

Operational Plans - OQCs

Academic Plan - IQCs

Facilities & Sustainability

Marketing & Comms

Faculty Professional Development

Budget & Finance

Human Resource Dev.

Assessment Comm.

Enrollment & Engagement

Data & Innovation

Curriculum Comm

Technology & AI

Alumni & Advancement

Learner Success & Achievement

Programs & Pathways

*Together We Transform: Jackson College 2028*

*Together We Inspire: Jackson College 2028*

She also described the process for developing the Strategic Agenda as including input opportunities and involvement by all employees.

### **CAPITOL CAMPAIGN CONSIDERATION:**

Julie Hand, Chief Advancement Officer, described benefits and implications of pursuing a College capitol campaign, facilitated by an external consulting firm, Gonser-Gerber based in Chicago.

She described 3 documents that were provided by Gonser-Gerber for the Board's consideration, including an endorsement from the firm for conducting an external feasibility study in this current climate.

Vice Chairwoman Lake described her support for the company's offering.

### **AI STRATEGY FOR JACKSON COLLEGE / IT AUDIT**

CIO Doug Yenor shared the College's Artificial Intelligence Strategy for the College. Additionally, Doug reviewed progress related to last Fall's IT audit recommendations, illustrating improvements in the following areas:

- State-of-the-art data protection to ensure rapid restoration of data
- High availability and reliability to ensure business continuity

- Overall risk mitigation approach
- Enhanced Procedures
- Improved system configurations
- Transition from older systems that have less capability or are difficult to maintain

He offered the below status of highest risk findings.

## IT Audit

### Status of highest risk findings

#### 1 | Strengthen password policies

- Closed loophole for allowing repeat passwords
- Increasing length from 12 to 15, on hold. MFA mitigates.

#### 2 | Address Active Directory vulnerabilities

- Transition from on-premise to Cloud partially addresses
- Further configuration improvements planned for summer completion. For example, limit privileges across admin accounts.

#### 3 | Operating system patching

- New document management system allowed for the retiring of older, out of support software blocking patch updates.
- Legacy door lock system requires older operating system. Risk minimal.

#### 4 | Improve system alerting

Transition from on-premise access management has enabled enhanced system alerts due to better native tools.

#### 5 | Document change management process

Current process is sound but requires improved documentation and tracking. Implementation of automated tracking system in-process to be completed this summer.

#### 6 | Improve firewall rules

Upgraded firewall system. Significant progress on rule set has been made.

#### 7 | Virtualized server risk assessment

Enhance current procedures to clarify between physical and virtual servers. Virtual servers can be attacked differently. Summer completion.

#### 8 | Enhance security awareness training

More robust training in place; mandatory annual completion; plus, all new hires.

#### 9 | Update remote access procedure

Procedure currently does not fully reflect current process, summer completion.

#### 10 | Enhance backup process documentation

On-premise backup process was not fully documented, complete.

Trustee Simpson described increasing the frequency of employee security awareness. Doug Yenor described weekly and monthly tips disseminated to employees. He also described patching, which is closing security gaps via updates to systems. JC does weekly patching, for both security and functionality.

CIO Yenor described the evolution of AI tools, the ethical considerations involved with an AI Strategy, as well as the alignment with the College's Strategic Agenda, as illustrated in the below slide:

# AI Strategy

## Alignment with Strategic Agenda

### Committed

**Personalized learning.** NotebookLM utilized as a *teaching assistant / tutor*.

**Integrating systems.** Agentspace can **monitor student activity** in Canvas LMS & Colleague SIS.

**Removing barriers.** Gemini providing real-time language translation, text-to-speech.

### Innovative

**Workforce training.** Agentspace to monitor industry trends, identify emerging skill gaps.

**Data-driven evaluation.** NotebookLM can *analyze program data and assess student outcomes*.

**Enhancing community relationships.** Create AI hubs (physical and online) that provide AI tool learning opportunities.

### Connected

**Collaborative decision making.** NotebookLM as a *shared environment for large data set group work*.

**Professional learning.** Gemini creation of development plans and targeted training.

### Adaptive

**Optimizing operational systems.** Leverage Agentspace's expert agent feature.

**Fostering change management.** Gemini creation of *personalized communications* in support of transformation initiatives.

Next steps include AI content development and tool use encouragement, an emerging AI tool pilot funded by Google, and building and delivering AI themed tactics in support of the Strategic Agenda.

CEO Phelan also shared an AI policy that was just approved by the JC Academic Council on 03.24.25, as a point of information. This an operational policy and is subordinate to the Boards own AI policy.

## FY '26 BUDGET DISCUSSION

### FACILITIES MASTER PLAN

Jason Valente, Chief Facilities & Logistics Officer, offered an update on the Facilities Master Plan. He described the College's commitment to employ local construction agencies and reminded the Board of the restricted nature of facilities funds through grants and Board directives. He also shared the challenges of replacing retiring talent that has been with JC for decades.

FY 2025-2030 Facilities Master Plan Highlights include:

- \$5M in investment in roads and parking lot infrastructure through 2030
- \$1.2M in investments in safety and security
- \$1.5M in deferred maintenance projects
- \$1M in ADA compliance and guest safety
- \$6M in Central Campus beautification commencing in 2029

Valente described how funds for potential / unforeseen costs are considered within the operating budget of the general fund and how the Facilities Master Plan is a 5-year, rolling plan, adding another year as one passes.

#### *FY '25 PERFORMANCE*

CFO Globoker reviewed the current (i.e., FY '25) financial experience, beginning with an overview of JC's current (i.e., FY '25) financial experience, referencing the [January 2025 Financial Report](#), the Board [approved budget](#), and JC's experience to-date.

CFO Globoker highlighted that JC is on target for 116,000 billing contact hours (BCH), surpassing the budget of 106,500. Housing student numbers fell from Fall to Spring. To Trustee Simpson's inquiring of why housing numbers were budgeted for 350 in FY '25, CFO Globoker described how 350 was a stretch goal with the theory of maximizing the commodity of housing on Central Campus.

The transfers to plant will exceed expectations in FY' 25, which will further the College's ability to move in the positive direction of maintaining assets. Trustee Mackey shared that she would like to know when the College's last energy audit was conducted. CEO Phelan described that this is conducted every few years. Jason Valente described efforts in determining and implementing energy efficiencies for both current and all future builds.

CFO John Globoker provided an update of JC's current cash control which has been deployed in response to JC's auditor's recommendations. Following that, a long-term debt review was provided, which now includes the additional debt prompted by the addition of the ATC.

CFO Globoker described the budget development process which includes 30+ budget managers and an exhaustive list of internal and external principles that were considered.

The history of BCHs was provided, which has shown a strong return to before COVID numbers.

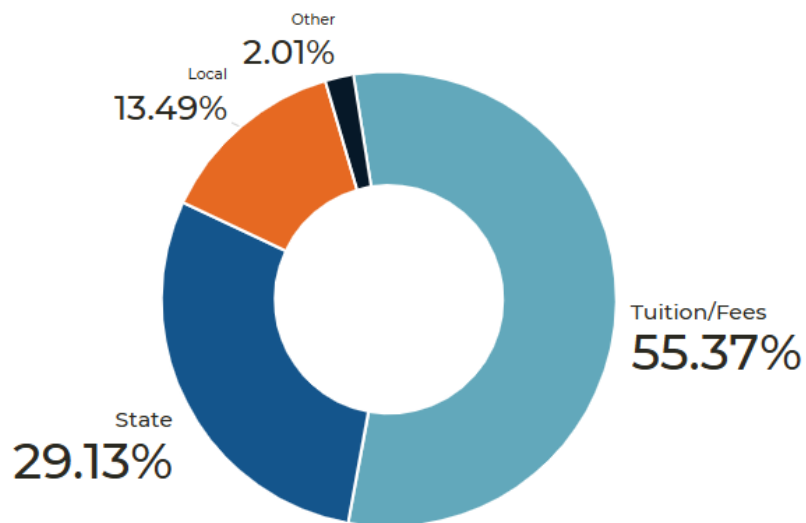
CFO Globoker described the tuition-setting philosophy JC uses, along with peer tuition and transfer comparisons, followed by the proposed FY '26 tuition rates; student, digital textbook access fees; online course fees; and housing and meal plan rates.

He continued with a review of FY '26 major revenue assumptions from BCHs, state appropriations, and property tax, and FY '26 major expense assumptions including wages and merit pay; retirement and benefits; and plant and facilities, electronic, and institutional equipment. His presentation concluded with the College's continued commitment to student completion, process reimagine and redesign, tech and data advancement, new instructional programs, innovation, and physical plant, all wrapped up into the FY '26 proposed general and auxiliary fund budgets that he shared.

The College's FY '26 General Fund Revenue % and Expenses % by Type were also shared as illustrated below:

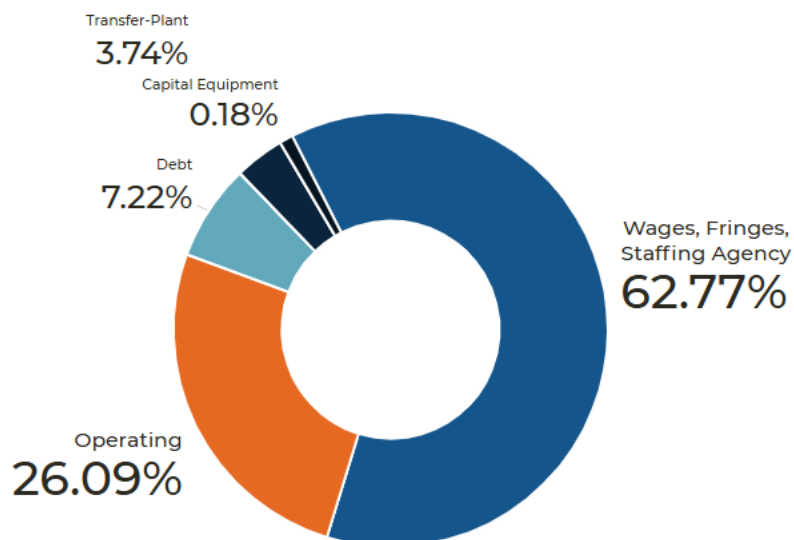
**FY'26**

**General Fund Revenue % by Type**



**FY'26**

**General Fund Expense % by Type**



CFO Globoker pointed out that the College is investing in the workforce with significant expenses (62.77%) coming from wages, fringe benefits, and staffing agency.

Trustee Simpson asked how the 3.9% tuition increase was determined. CFO Globoker explained that the tuition restraint by the state is 4.5% for tuition and student services fee.

Trustee Heins requested that a 10-year look back on tuition increases be shared at the next Board meeting. CEO Phelan described precautionary considerations for a potential reduction in Pell grant funding. CEO Phelan reiterated that every employee has had input into the budget.

**TRUSTEES VOTED BY ROLL CALL VOTE TO ADJOURN TO LUNCH AT 12:01PM: TRUSTEES HEINS, LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Jesse Wallenfang joined the meeting during the lunch break as Keith Everett Book had to depart. Trustee Heins was temporarily called away and rejoined the meeting just after the meeting came back to order.

**TRUSTEES VOTED BY ROLL CALL VOTE TO RESUME THE MEETING WITH THOSE PRESENT AT 12:37PM: TRUSTEES LAKE, MACKEY, PATTERSON, SIMPSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.**

Trustee Heins returns at 12:41pm.

## **BOARD ITEMS**

### *REGULAR POLICY REVIEWS:*

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the below regular policy reviews were postponed to a future meeting. CEO Phelan asked that the Board to review and consider these policies for formal approval (as a block) during the next April Board meeting so that the policy review schedule is not further delayed.

Edits proposed by Chairwoman Patterson, Trustee Heins, Trustee Thomas, and CEO Phelan for the policies listed below were presented for the Board's future consideration.

1. GP-02 Board Job Contributions
2. GP-04 Role of Board Chair
3. BCD-00 Global Board-CEO Delegation Statement
4. EL-12 Land Use

### *REGULAR INTERPRETATIONS REVIEW:*

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the Executive Limitations policy EL-12 Land Use interpretations assessment was postponed to a future meeting. CEO Phelan asked that the Board review and assess these interpretations during this planning session for formal approval during the next April Board meeting so that the monitoring schedule is not further delayed.

#### *REGULAR BOARD SURVEY REVIEWS:*

In the interest of time, due to extensive public comments at the 03.17.25 Board meeting, the below Board survey reviews were postponed to a future meeting. CEO Phelan asked that the Board review these surveys during this planning session so that the Board survey review schedule is not further delayed. He further asked that the Board consider a block approval at the next April Board meeting.

#### *GP-00 Governance Commitment – Board Survey Review:*

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-00 Governance Commitment.

#### *GP-01 Governing Style – Board Survey Review:*

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of GP-01 Governing Style.

#### *BCD-06 CEO Compensation – Board Survey Review:*

Chairwoman Patterson presented the aggregate responses from Board members to a Self-Evaluation Survey of BCD-06 CEO Compensation.

#### *Consideration of New Board Performance Monitoring Methodology:*

In response to Trustee Hoffman's request at the 02.17.25 Board meeting to reconsider the way the Board monitors their own compliance with Governance Process and Board CEO Delegation policies, CEO Phelan proposed an alternative Policy Governance Self-Assessment tool for the Board's consideration.

This assessment includes questions aligned with the principles of Policy Governance. The Board may wish to edit or add to these questions.

Trustees would complete this assessment individually at the conclusion of each meeting. The Board Chair would review responses each month to identify patterns and ensure continuous improvement. The summary of responses would then be posted the following month.

This would replace the current Board performance monitoring method of conducting monthly individual Governance Process and Board CEO Delegation policy surveys.

#### *Ownership Linkage: HFJH Board Meeting Date (08.20.25):*

In accordance with the schedule for Ownership Linkage actions for FY '25 – FY '28, as approved by the Board during the 01.13.25 Board meeting, in-depth interviews will begin in FY'25 with the Hospital Board of Directors. Though this meeting was initially scheduled for 05.21.25, the HFJH Board has requested that it be rescheduled to 08.20.25.

CEO Phelan kindly requested that the members determine who will engage with the HFJH Board, and which member will facilitate.

*Case Study:*

CEO Phelan offered a case study to stress test the Board's Policy Governance capabilities.

*Other Board Items:*

N/A

**PLUS / DELTA**

All was appreciated by the Board.

Multiple Trustees requested that the budgetary sections of future planning meetings be moved earlier in the schedule.

Trustee Simpson requested an update on physical security at the next planning session to accompany the AI and digital security updates.

Chairwoman Patterson appreciated the professionalism of the Board at recent meetings, both as a whole and as individual Trustees.

**ADJOURN**

**MOTION BY TRUSTEE THOMAS "To adjourn."**

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

Meeting Adjourned at 2:00pm ET.

The foregoing minutes for the Spring Planning Session of the Board of Trustees held on Tuesday, April 1, 2025 were approved at the Regular Meeting of the Board of Trustees on Monday, April 21, 2025.

A handwritten signature in dark ink, reading "Sheila Patterson", is written over a horizontal line.

Chairwoman