



REGULAR MEETING OF THE BOARD OF TRUSTEES

Jackson College

Central Campus, Potter Center Boardroom

05.12.25

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 05.12.25, 6:30pm, at the Central Campus of Jackson College, Potter Center Boardroom.

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

Board Member Absence: Trustee Christopher Simpson

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Dr. Kristin Stockbridge, Sara Anne Tomczak

Chairwoman Sheila Patterson called the meeting to order at 6:30 PM Eastern Daylight Savings Time.

ADOPTION OF MINUTES

The draft minutes of the Regular Board of Trustees meeting dated 04.21.25 were reviewed by the Board and moved into the permanent record by Chairwoman Patterson, on behalf of the Trustees.

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).

Summary of Public Comments:

- On 03.14.25, students participated in a rare lunar eclipse observation event at the JC Observatory. 15 students collected data, engaged with community members, and demonstrated scientific curiosity and leadership at 3 a.m. Faculty

member Travis Marlow captured a composite photograph of the eclipse, to be displayed in McDivitt Hall to inspire curiosity and inquiry.

- Jackson College's respiratory therapy team, "Notorious BID," won the 2025 Michigan State Sputum Bowl for the first time in the college's history. The team will represent Michigan at the national competition in Phoenix this December. Faculty mentorship and training were credited as central to this achievement.
- Theatre Instructor Sara-Anne Tomczak's leadership is revitalizing the Theatre Program. New classes, growing enrollment, and collaborations with high school students and community members have increased program vitality. Plans for expanded community partnerships and offerings are underway for the coming year.
- The value of written PACE climate survey comments was described. It was requested that the full 2024 PACE Survey report be shared with employees.

BOARD COMMENTS & CEO REPORT:

CEO Phelan provided the CEO Report regarding on-going impacts on the Board's ENDS, as well as legislature, community college, and Jackson College updates.

Vice Chairwoman Lake shared her appreciation for all of the ceremonies held during the weeks around Commencement.

CEO Phelan shared efforts of the College, MCCA, ACCT, AACC, and ACE to communicate the negative impact on community colleges of two recent federal actions (i.e., the \$351 billion student aid reduction advanced through budget reconciliation and President Trump's proposed FY '26 "skinny" budget, which includes a \$163 billion cut to non-defense discretionary spending). These actions pose significant risks to the financial ecosystem that supports access, affordability, and opportunity at Jackson College and other institutions of higher education.

The Committee on Education and Workforce's budget reconciliation [bill](#) includes two changes to the Pell Grant program that, combined, will dramatically reduce the support that this program provides to our students. As best we can tell, it will eliminate hundreds of thousands of our students from the program and reduce support for thousands of others. This impact is created by the interaction of two changes: (i.e., defining full-time enrollment for Pell purposes as 30 credit hours each year and eliminating less-than-half-time students from the program).

The Committee's bill effectively defines a "full-time student" as one who enrolls in 15 semester hours, an increase from the current 12. Therefore, students who do not take 7.5 credits or more in a term or its equivalent (in practice, that will effectively be 9 credit hours) will lose their Pell Grant. This means that all our now half-time students, (i.e., those taking six credits in the fall and six credits in the spring term), will no longer qualify for Pell, in addition to those that are currently less-than-half time enrollees.

A disproportionate share of these “less-than-half-time” students are adult learners who have jobs, usually full-time, and often have families as well. They enroll for “less-than-full-time” because that is all the academic work they have capacity to undertake. After checking with a series of campuses, CEO Phelan learned that it is not generally feasible to use potential summer coursework (say, three credits) to count towards meeting half-time enrollment status in fall. One reason is that the “academic year” still has a traditional timeframe structure, and that structure is why there was a need to create a “year-round Pell” in the first place. Also, many students have their own children to take care of in the summer (Note: 26% to 30% of all community college students are parents).

As for the 15-credit “full-time student” standard, most but not all full-time community college students take a 12 or 13 credit course load. That is because they can’t handle a fifth class. Roughly 40% to 50% of all community college students work full-time. If you are a dependent residential student, you can generally manage 15 credits and students often do. But for other students, it’s just not feasible. Also, students have an inherent incentive to take as many credits as possible. They don’t need the potential loss of Pell Grant funding to do that for them.

Data received from across the country consistently show that roughly 20% of all community college Pell Grant students will lose their grants under the legislation, and a substantial percentage of current full-time students will see their grants reduced.

Another harmful impact of the Pell Grant restrictions, and of personal interest to CEO Phelan and Jackson College, is that they would eliminate Pell Grant support for a huge swath of our student-inmates, because many of them enroll in only one to two classes per semester due to restrictions from the Michigan Department of Corrections regarding space and student availability. Pell Grant support for these individuals have been critically important to our mission, and we would hate to lose these students. We also have data from Sinclair Community College, which serves students across Ohio, on this as well. This data shows that 80% of incarcerated Sinclair college students had at least one term below 7.5 credit hours. The Pell dollars at risk for this population represent 50% of the total Pell Grant disbursed to all incarcerated Sinclair students during 2023-24.

Trustee Hoffman and CEO Phelan discussed the informational and advocacy efforts of MCCA and ACCT, as well as resource sharing with other institutions of higher learning.

CEO Phelan concluded his remarks by reminding the Board of the memorial service being held at the College on 05.14.25 in honor of Nicole Cossum-Ready.

EXCELLENCE MINUTE – JC Honors Leadership

The Board welcomed Dr. Kristin Stockbridge, Professor/Program Director to share the Jackson College Honors Leadership program. Starting fall '25, the Jackson College Honors Leadership will equip high-achieving students with essential supervisory skills through hands-on experience and dedicated classes.

To qualify students must have taken 12 JC credits and maintain a 3.5 GPA. Students will build a professional portfolio showcasing real leadership capabilities while making meaningful contributions to our community through service-based projects.

Dr. Stockbridge walked through the program with the Trustees via the [program's website](#). She also shared intentions to advance a scholarship for the program in Nicole Cossum-Ready's name, supported by the JC Foundation.

CEO Phelan recognized Cossum-Ready's contributions to this program and thanked Dr. Stockbridge for her dedication and expertise as she embarks on this journey with qualified students.

OWNERSHIP LINKAGE

Meetings Schedule:

In accordance with the schedule for Ownership Linkage (OL) 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.

Proposed Schedule for Ownership Linkage: FY'25 - FY'26:

- 4 In-depth Interviews / Year
Ask: Group selects their top 3 of a list of 10 strategies that the College could execute. Proposed interviewees:
 - Blackman Township (CEO Phelan and CFO John Globoker will present to the Blackman Township Board on 05.19.25)
 - Hospital Board (On campus – 08.20.25)
 - Accelerate Jackson (On Campus this Fall, TBC)

ITEMS FOR DECISION

GOVERNANCE PROCESS ITEMS: GP-03 Board Planning Cycle & Agenda Control – Policy Review:

The Board's Governance Process policy GP-03 Board Planning Cycle & Agenda Control was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

GOVERNANCE PROCESS ITEMS: GP-09 Board Code of Conduct – Policy Review:

The Board's Governance Process policy GP-09 Board Code of Conduct was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee

Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

GOVERNANCE PROCESS ITEMS: GP-12 Board Linkage with External Organizations – Policy Review:

The Board's Governance Process policy GP-12 Board Linkage with External Organizations was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

GOVERNANCE PROCESS ITEMS: BCD-05 President & CEO Succession – Policy Review:

The Board's Board-CEO Delegation policy BCD-05 President & CEO Succession was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

MOTION BY VICE CHAIRWOMAN LAKE TO APPROVE GP-03 BOARD PLANNING CYCLE & AGENDA CONTROL, GP-09 BOARD CODE OF CONDUCT, GP-12 BOARD LINKAGE WITH EXTERNAL ORGANIZATIONS, AND BCD-05 PRESIDENT & CEO SUCCESSION. POLICY GP-03 BOARD PLANNING CYCLE & AGENDA CONTROL WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-03 Planning - Policy Review:

The Board's Executive Limitations policy EL-03 Planning was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan recommended a minor wordsmithing change for the Board's consideration.

MOTION BY TRUSTEE HOFFMAN TO APPROVE POLICY EL-03 PLANNING AS AMENDED. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-05 Asset Protection - Policy Review:

The Board's Executive Limitations policy EL-05 Asset Protection was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

MOTION BY TRUSTEE HOFFMAN TO APPROVE POLICY EL-05 ASSET PROTECTION WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-06 Investments - Policy Review:

The Board's Executive Limitations policy EL-06 Investments was reviewed by the Board for its regularly scheduled review. Chairwoman Patterson, Trustee Hoffman, Trustee Mackey, and CEO Phelan did not recommend any changes at this time.

MOTION BY VICE CHAIRWOMAN LAKE TO APPROVE POLICY EL06 INVESTMENTS WITHOUT AMENDMENT. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-03 Planning - Interpretations Assessment:

CEO Phelan presented his interpretation recommendations for policy EL-03 to the Board for their regularly scheduled assessment. Updates to the interpretations were minor language clarifications identifying direct and indirect technology.

MOTION BY TRUSTEE THOMAS THAT THE INTERPRETATIONS FOR POLICY EL-03 PLANNING DEMONSTRATE A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-05 Asset Protection - Interpretations Assessment:

CEO Phelan presented his interpretation recommendations for policy EL-05 to the Board for their regularly scheduled assessment. Updates to the interpretations were centered around third-party consultation and legal counsel considerations.

MOTION BY TRUSTEE HOFFMAN THAT THE INTERPRETATIONS FOR POLICY EL-05 ASSET PROTECTION DEMONSTRATE A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

EXECUTIVE LIMITATIONS: EL-06 Investments - Interpretations Assessment:

CEO Phelan presented his interpretation recommendations for policy EL-06 to the Board for their regularly scheduled assessment. Updates to the interpretations were minor to eliminate redundancy.

MOTION BY TRUSTEE MACKEY THAT THE INTERPRETATIONS FOR POLICY EL-06 INVESTMENTS DEMONSTRATE A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

FY '26 BOARD PLANNING UPDATE:

CEO Phelan referred to his comments offered near the top of this meeting which explained the intent of rescheduling the FY '26 budget presentation to the June Board

meeting to allow additional time to recalibrate JC budget documents in response to several pressing, and potentially transformational, federal policy shifts.

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EL-12 Land Use – Evidence Review:

CEO Phelan presented the evidence (i.e., monitoring report) for Policy EL-12 Land Use indicating Full Compliance according to his previously approved interpretations.

This same agenda item was accidentally skipped at the 04.21.25 Board meeting.

MOTION BY TRUSTEE HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EL-12 LAND USE AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH A REASONABLE INTERPRETATION OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, HOFFMAN, LAKE, MACKEY, PATTERSON, AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

MONITORING CEO PERFORMANCE: CEO Monitoring Compliance Schedule & Summary:

CEO Phelan provided an update on reports presented to the Board over the preceding 12 months with the compliance status noted.

INFORMATION REQUESTED BY THE BOARD

College Feature: Theatre Department:

The Board welcomed Jackson College Theatre Instructor Sara Anne Tomczak who shared progress on the resurgence of theatre at the College and where the department is heading.

Trustee Mackey shared her appreciation for the community outreach the Theatre Department is accomplishing.

FY '25 Q3 Financial Report:

The Board reviewed the FY '25 Q3 Financial Report. CEO Phelan thanked faculty, staff, and administration for their solid and timely financial reporting.

Next Regular Board Meeting Topics – June 9, 2025:

Below are currently anticipated topics.

- Excellence Minute: TBD
- Policy Review: EL-00 General Executive Restraint
- Policy Review: EN-01 (#1-3) ENDS
- Policy Review: EL-13 Artificial Intelligence & Machine Learning
- Interpretations Review: EL-00 General Executive Restraint
- Interpretations Review: EN-01 (#1-3) ENDS
- Interpretations Review: EL-13 Artificial Intelligence & Machine Learning

- FY '26 Budget Proposal Approval
- Evidence Review: EL-03 Planning
- Evidence Review: EL-05 Asset Protection
- Evidence Review: EL-06 Investments
- CEO Monitoring Compliance Schedule & Summary
- Consideration of Fall Board Planning Session Date
- Consideration of Personnel Practices Manual/Compensation
- College Feature: TBD

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. We are in the weeds too often.

MEETING CONTENT REVIEW

Chairwoman Patterson described her appreciation for the program presentations at this meeting which help keep the Board connected to College activities.

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 7:38pm ET.