REGULAR MEETING OF THE BOARD OF TRUSTEES
Jackson College
Central Campus, Potter Center Boardroom
09.14.26

[DRAFT & UNOFFICIAL]

The Regular Meeting of the Board of Trustees of Jackson College was held on Monday, 09.14.26, 6:30P, at the Central Campus of Jackson College, Potter Center Boardroom.

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

Board Member Absence: Trustee Philip Hoffman

Others Present Include: Dr. Daniel Phelan, Keith Everett Book, Dr. Benjamin Valdez, Jennifer Dobbs, Foster Kusz, Stephen Froedge

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 Thomas shared that a team from Jackson College participated in the Race to Health event held by Henry Ford Jackson Hospital on 09.13.26 and won 2nd place for the costumes.

CEO Phelan described excitement for the beginning of the semester and reported that the Jets Soccer Complex should have a ribbon cutting before the 11.09.26 Board meeting.

FUTURE SIGNALING:
CEO Phelan led a discussion of a NYTimes Article: There's Really Only One Way to Stop Students From Cheating. Questions considered:

1. In an era when Artificial Intelligence/LLMs can produce work that appears thoughtful and competent, what must a Jackson College credential certify about what a student actually knows, can do, and can defend independently?

2. Should ethical judgment and the responsible use of artificial intelligence be understood merely as matters of student conduct, or as intended outcomes of a Jackson College education...and how would the Board know those outcomes are being achieved?
3. What principles or boundaries should the Board establish so that Jackson College can benefit from artificial intelligence without diminishing authentic learning, academic integrity, fairness, human interaction, graduate facility with AI, or public trust in the College's credentials?

Trustee Thomas appreciated the discussion around integrity and ensuring that our students are learning how to think critically across all programs, avoiding cognitive off-loading.

CEO Phelan described calling students to a higher level of what it means to be an educated individual in our community.

Vice Chairman Heins described the challenge of faculty having to have ethical conversations with students.

Trustee Mackey described the thin line society must walk. Students may not know what technology practices are good and what are not, and JC has an opportunity to guide them to that understanding.

CEO Phelan reviewed the Fall 2026 Convocation keynote speaker's contributions, noting the implications of AI, as well as disclosing the use of AI in our daily work. He described resources, including third party experts, that the Board might engage to assist in the AI journey at their Fall Planning Session. He also noted the benefits of Competency Based Education (CBE) and the requirement therein of actually demonstrating competencies.

EXCELLENCE MINUTES: Fall 2026 Convocation – Jennifer Dobbs
JC Senior Executive Director of Mission Alignment & Human Flourishing, Jennifer Dobbs, shared highlights from the Fall 2026 Convocation held on 08.25.26.

"Human Centered Student Achievement" was the theme of the Fall 2026 Convocation. A keynote speaker was enjoyed as previously mentioned. Jen described appreciation for CEO Phelan's message and the involvement of all Executive Council members alongside him during the State of the College portion of the morning session. All new employees and nominees of the TCS² Award were acknowledged, alongside the TCS² Award recipient. Otherwise, JC employees presented to their colleagues via engagement-based breakout sessions throughout the rest of the day. Breakout sessions were shortened to 60 minutes rather than 90, making it possible for a gathering of all employees at the end of the day. Feedback received during the end-of-day gathering was resoundingly positive.

BOARD GOVERNANCE

OWNERSHIP LINKAGE UPDATE:

The Board reviewed a draft letter of appreciation and follow-up for participants in the FY '26 Ownership Linkage (OL) focus groups. It is impressive that the OL meeting feedback suggested that AI amendments be made to the Board's ENDS policies, which were already approved in late 2025 for monitoring in 2027. The Board's future signaling work is proactive and ahead of its time with the Owner's most recently expressed values.

A different kind of methodology for Ownership Linkage may be discussed with the Board's governance coach, Rose Mercier, during the ACCT Leadership Conference in late October that most of the Board is attending.

Trustee Thomas requested a detailed follow-up with the Owners regarding their operational input as well.

ITEMS FOR DISCUSSION

MONTHLY HLC ACCREDITATION UPDATE – Dr. Benjamin Valdez:

As JC works towards re-accreditation from the Higher Learning Commission in 2027, Dr. Benjamin Valdez provided updates on the process for the Board leading up to the comprehensive visit.

Dr. Valdez described the four accreditation criterion required by the HLC: 1) Mission, 2) Integrity: Ethical and Responsible Conduct, 3) Teaching and Learning for Student Success, and 4) Sustainability: Institutional Effectives, Resources and Planning, as well as the writing teams sharing responsibility for reporting our work in each criterion. He also outlined the process timeline from April 2026 through HLC's site visit in February of 2028.

CONSENT / REQUIRED APPROVAL AGENDA

ADOPTION OF MINUTES, POLICY REVIEW, INTERPRETATIONS ASSESSMENTS, AND FY '27 COMMUNITY COLLEGES LOCAL STRATEGIC VALUE RESOLUTION::

Prior to the meeting, Board members individually reviewed the minutes of the most recent Regular Board Meeting dated 08.10.26 in consideration for placement into the formal record of the Jackson College Board of Trustees.

For their regular review, the Board considered their Board Executive Limitations Policy EL-03 Planning, to which policy pre-review Trustees (Chairwoman Lake, Vice Chairman Heins, and Trustee Thomas) and CEO Phelan recommended no edits at this time. Also for their regular assessments, the Board assessed the CEO's interpretations of Board Executive Limitations Policies EL-05 Asset Protection and EL-06 Investments for reasonability.

Trustees also reviewed a case study (Public Comment, Public Criticism, and Board Discipline) that the policy pre-review Trustees discussed during their policy review session on 08.10.26.

Lastly, the Board reviewed the FY ’27 Community Colleges Local Strategic Value Resolution. Each year, on or before October 15, a board-approved Local Strategic Value (LSV) resolution is required by the State Budget Office before performance funding and monthly operations payments can be released.

MOTION BY TRUSTEE PAGE TO:

- **APPROVE THE BOARD MEETING MINUTES DATED 08.10.26;**
- **APPROVE POLICY EL-03;**
- **ASSESS THE CEO’S INTERPRETATIONS FOR POLICY EL-05 AS REASONABLE, AS AMENDED;**
- **ASSESS THE CEO’S INTERPRETATIONS FOR POLICY EL-06 AS REASONABLE;**
- **APPROVE THE FY ’27 COMMUNITY COLLEGES LOCAL STRATEGIC VALUE.**

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

MONITORING CEO PERFORMANCE

MONITORING CEO PERFORMANCE: EN-01 (#4) BOARD’S ENDS – EVIDENCE REVIEW:
CEO Phelan presented the evidence (i.e., monitoring report) for Policy EN-01 (#4) Board’s ENDS indicating Full Compliance according to his previously approved interpretations.

MOTION BY VICE CHAIRMAN HEINS THAT THE BOARD HAS ASSESSED THE MONITORING REPORT FOR POLICY EN-01 (#4) BOARD’S ENDS AND FINDS THAT IT DEMONSTRATES COMPLIANCE WITH REASONABLE INTERPRETATIONS OF THE POLICY. TRUSTEES VOTED BY ROLL CALL VOTE: TRUSTEES HEINS, LAKE, MACKEY, PAGE, SIMPSON AND THOMAS VOTING AYE. MOTION PASSED UNANIMOUSLY.

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.

INFORMATION REQUESTED BY THE BOARD
QUARTERLY FINANCIAL REPORT:
The Board reviewed the quarterly financial report. CEO Phelan provided a few highlights with respect to changes since the last quarter. On balance, the College

remains in keeping with the overall budget plan, with some minor variation due to timing of invoices and semester startup. BCH and enrollment are up for Fall 2026.
Vice Chair Heins noted that state appropriations ended up being $230K below budget.

CEO Phelan shared the history between hard and electronic text booking. Electronic text booking has lowered cost for students and Open Educational Resources (OER) text booking has greatly improved and continues to improve. Students do have the option to opt out of electronic textbooks. BibliU requires the opt out for a student's entire program, not a la carte. Textbook costs have gone from as much as $700 to about $70 with BibliU, and now, incorporating more OER aspects, costs can be zero.

ADMINISTRATIVE PERSONNEL PRACTICES MANUAL:
As requested by the Board on an annual basis, the Administrative Personnel Practices Manual was shared. This document is the guiding document for work with College Administrators and establishes performance and compensation structures for these non-union colleagues.

COLLEGE FEATURE: How Technology Improves the Human Experience – Foster Kusz :
JC's Database Application Specialist, Foster Kusz, shared aspects from his recent breakout session at the Fall 2026 Convocation, showing how Jackson College can preserve institutional knowledge, simplify employee training, support student achievement, and create greater consistency across departments. A practical demonstration will show how an employee's narration and on-screen actions can be transformed into step-by-step documentation that can be read by all.

NEXT BOARD MEETING TOPICS
The Board reviewed agenda topics for their next meeting (10.12.26 Regular Board meeting). Below are currently anticipated topics.

- Excellence Minutes: TBD
- Policy Review: EN-01 (#1-3) Board's ENDS
- Evidence Review: EN-01 (#5) Board's ENDS
- Evidence Review: EL-01 Treatment of Learners
- Evidence Review: EL-02 Treatment of Employees
- Interpretations Assessment: EL-03 Planning
- CEO Monitoring Compliance Schedule & Summary
- CEO Annual Contract Consideration
- JC & Foundation Audit Report
- 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 06.08.26, 07.09.26, and 08.10.26 Board Meeting Self-Assessment Summaries.

MEETING CONTENT REVIEW
No Comments.

ADJOURN
MOTION BY TRUSTEE THOMAS "To adjourn."

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

Meeting Adjourned at 7:30P EST.