



# Jackson College Board of Trustees

## Monitoring Report: EL – 11 Entrepreneurial Activity

Report Date: 03.13.23

**Note: Board Policy is indicated in bold typeface throughout the report.**

This Executive Limitations – Entrepreneurial Activity Monitoring Report is presented to the Jackson College Board of Trustees for consideration. I hereby certify that the information contained in herein is true, accurate, and represents compliance, within my interpretation, for the policies established by the Board, unless specifically stated otherwise. Additionally, and unless otherwise noted within the report, all of my interpretations of the policy remain unchanged from the previous Monitoring Report.

Daniel J. Phelan, Ph.D.  
President and CEO

3/9/23

Date

**POLICY STATEMENT: When engaging in entrepreneurial activities the President shall not engage in such activities that is/are inconsistent with the ENDS of the Board.**

### INTERPRETATION:

I interpret this broad policy statement to require the CEO to ensure that a congruency exists between the Board's current ENDS policy statements and any undertaken partnerships, practices, or other arrangements, and further that such practices are consistent with those practices of the community college mission. I further interpret "entrepreneurial activities" to represent those activities that are new, financially risky, and significantly tangential to the traditional functions and practices of a community college.

This interpretation is reasonable because it is consistent with the practices of community colleges nationally.

**Further, without limiting the scope of the above statement by the following list, the President shall not:**

- 1. Engage in any entrepreneurial activities for which the full cost of the activity is not budgetarily recognized.**

**INTERPRETATION:**

I interpret entrepreneurial activities as existing in two categories, Revenue-Enhancement and Mission-Support, which are defined as follows:

*Revenue-Enhancement Activities* – The process of acquiring, or designing, launching, and operating a new activity or operation at the College, which may not be consistent with the tri-fold mission of a traditional community college (i.e. Pre-baccalaureate/Transfer Education, Professional Trades/Career Education, and Community Services), and which offers a product, process, or service for sale, resulting in an alternative revenue generation, beyond the traditional sources (i.e., tuition & fees, state aid, and local property taxes) and which is intended to sustain and/or grow the College; and

*Mission-Support Activities* – Undertaking pursuits that are aligned with the tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS. These activities may include grant-funded opportunities and are not intended as revenue-enhancement opportunities.

Compliance will be demonstrated when:

- a) A business plan is prepared, prior to the undertaking of any new entrepreneurial activity;
- b) All Revenue-Enhancement Activities show a positive revenue expense ratio (i.e., a revenue expense ratio greater than 1.0 indicates the activity is covering its operating expenses and providing surplus revenue) after a five-year period;
- c) All budgeted Mission-Support Activities incorporate the use of an activity-costing model, demonstrating financial ratios that indicate neutral or near-neutral operational revenue to cost comparisons, consistent with peer institutional experience in Michigan ACS Group II colleges; and
- d) All budgeted Mission-Support Activities initiated through grant funding, must contemplate initial match support, as well as ongoing general fund support following the grant period, should the experience during the grant funded period be deemed viable.

This interpretation is reasonable because the College is incorporating the full burden cost into entrepreneurial activities, which is consistent with the standard principles of cost accounting. Further, Revenue-Enhancement activities require demonstration of revenues in excess of total expenses (i.e., profitability), or they are concluded after a period of 5

years. Finally, ASC Group II institutional comparisons are the State's methodology for contrast of operational activity.

**EVIDENCE:**

- a) As the Board is aware, prior to FY '22, though analyses were conducted, no formal business plans were created or maintained. Beginning in FY '22, new business plans are being generated and retained by the College's Business Office. To date no new business plans have been generated since the beginning of FY '22.
- b) Confirmation that all activities were considered by the CEO, in projections for fully-burdened expenses, and annual revenues over expenses.

<b>Activity</b>	<b>Activity Type</b>	<b>Revenue/Expense Ratio</b>
Child Care	Mission-Support	0.31
Jets Store	Mission-Support	0.69
Hospitality Services	Mission-Support	0.53
Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.04
JPEC	Mission-Support	1.69
DK Security	Mission-Support	N/A
TRIO	Grant-Based Mission Support	0.97
Perkins	Grant-Based Missions Support	0.95

**2. Engage in entrepreneurial activities that do not meet at least one of the following criteria:**

- **Contributes directly to the achievement of ENDS;**
- **Contributes to alignment and partnerships with community organizations;**
- **Enhances student learning opportunities;**
- **Strengthens the position of the College as an innovative leader, particularly in areas that may provide new market opportunities;**
- **Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and**
- **Generates revenue from alternative sources that support the sustainability of the College and supports a business model redesign.**

### INTERPRETATION:

Compliance will be demonstrated when:

- a. All undertaken entrepreneurial activities are consistent with the criteria listed in policy.
- b. At least one of the six aforementioned thresholds are achieved and documented.

This interpretation is reasonable because the Board has identified specific criteria to be met and the criteria will provide explicit demonstration of compliance with the criteria.

### EVIDENCE:

a – b) The table below provides all entrepreneurial and mission-support activities to ensure they meet one of the above criteria.

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
Child Care	Directly contributes to achievement of ENDS E-01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education.
Jets Store	Directly contributes to achievement of ENDS E-01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items) are important, particularly since the College has resident students and the Central Campus is some distance from resources they may need

Activity	All Applicable Criteria	Specific rational for the criteria
Hospitality Services	<p>Directly contributes to achievement of ENDS E-01.</p> <p>Generates revenue from non-traditional sources in order to ensure the ongoing viability of the institution through a new business model design;</p> <p>Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and</p> <p>Contributes to partnerships and alliances with community organizations;</p>	<p>Catering is an obvious revenue growth area for the College. This is beyond the traditional hospitality services for students' meal plans, meals for employees, and for other campus activities. Further, given that our catering services are now a College operation, versus an external vendor, our name and connection to the broader community is enhanced.</p>
Oasis Center	<p>Directly contributes to achievement of ENDS E-01 (3.3)</p>	<p>Mental wellness is a topic of increasing concern due, in part, to COVID. Providing services to students to improve their mental health, and hopefully intercept instances of suicide, are important in our service to the whole student. This service is also available to our employees, as they too struggle with changing our new social realities.</p>
Medical Clinic	<p>Directly contributes to achievement of ENDS E-01 (3.2; 3.3; 4.1)</p> <p>Enhances student learning opportunities</p>	<p>Physical well-being is vital to student learning. Furthermore, this clinic provides for clinical opportunities for nursing and allied health student's curricular requirements.</p> <p>Additionally,, insofar as the College has a student residence program, proximity to health care is essential given that many students do not have reliable transportation, and the bus service available at the College my not meet particular, urgent student needs. This Clinic is also available to our College employees.</p>

Activity	All Applicable Criteria	Specific rational for the criteria
JPEC	Directly contributes to achievement of ENDS E-01 (3.1; 3.2; 3.3; 5.3)  Positions the College as an innovative leader in areas that may provide new market opportunities.	Few community colleges nationally have a 6-13 grade public school academy on their campus, yet research demonstrates that having a campus presence leads to more college-going behaviors. Further, JPEC's placement on the Central Campus provides multiple opportunities for dual-enrollment educational experiences.
DK Security	Directly contributes to achievement of ENDS E-01 (3.3; 5.4)	The ability for students to learn in a safe environment is essential to learning and is deemed vital given the number of evening classes, events, and for the benefit of student residents. The physical presence of security services at all instructional sites helps to reduce crime. Over the course of the next few weeks, I will be undertaking a comprehensive review of our security services practice.

**3. Enter into any grant funding arrangement that does not support the achievement of the ENDS or contemplate required general fund matching and/or institutional scaling beyond the conclusion of the grant.**

**INTERPRETATION:**

Compliance will be demonstrated when:

- a. When grant activities reveals a direct contribution to the achievement of Billing Contact Hours and Board Established ENDS.

This interpretation is reasonable insofar as grant applications disclose possible benefits that would accrue to the grant, if awarded, as well as any institutional match requirement. Indeed, most grants require that the College provide a narrative as to the need for the grant, use of funds, institutional goal for the grant, and plans for sustainability after the grant concludes.

**EVIDENCE:**

- a) The table below provides an analysis of all grant activity and associate Billing Contact Hour activity and ENDS relationship.

Grant	BCH Contribution	Specific ENDS contribution
TRIO	111 students currently participate in the TRIO program, all of which 41 students register part- time or less and 70 register as full-time students, thereby generating 1,883 additional billing contact hours per year.	<p>The TRIO grant is awarded on a five-year cycle, with the annual budget being approved once a year in September based on the Jackson College TRIO grant and the US Department of Education approved overall budget.</p> <p>The TRIO Grant is able to serve 150 students total who are first generation college students or have a documented disability or who are income eligible based on the State of Michigan's poverty level (changes every year).</p> <p>TRIO will award between 20-25 students with grant aid, based on DOE qualifications. The total grant award to distribute is 15,000.</p>

The Jackson College Board of Trustees assessed this monitoring report and found that it demonstrated compliance with a reasonable interpretation of the policy at the regular Jackson College Board meeting on March 13, 2023.