



Jackson College Board of Trustees

Monitoring Report: EL – 11 Mission-Support & Entrepreneurial Activity

[FULL COMPLIANCE]

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

I present this monitoring report to the Jackson College Board of Trustees which addresses the Board's Policy EL-11: "Mission-Support & Entrepreneurial Activity". I certify that the information contained herein is true and represents compliance, within a reasonable interpretation of the established policy, unless specifically stated otherwise below. Please note that all of my interpretations of the policy remain unchanged from the previous report, unless otherwise noted.

03.17.25

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

Date

POLICY STATEMENT:

When engaging in mission-support and entrepreneurial activities the CEO shall not engage in such activities that are inconsistent with the ENDS of the Board.

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

- 1. Engage in any mission-support or 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:

Mission-Critical Activities – These are exempt as they are part of the tri-fold mission of a traditional community college (i.e. Pre- baccalaureate/Transfer Education, Professional Trades/Career Education, and Community Services). If a mission-critical service fails, is disrupted, or is non-existent, the ability of the College to serve students is significantly compromised.

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, 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 aforementioned tri-fold mission of the College, and assist in the achievement of its mission and, by extension, Board ENDS, but are not critical. 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 new (added within the last 12 months) 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) Some Mission-Support Activities are not expected to generate revenue but are understood to significantly impact student success and will be noted as not applicable to this policy (N/A).
- e) 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 budgeting for 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) The College's CFO confirmed on 02.28.25 that, 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 '24.
- b) The CFO confirmed on 02.28.25 that all ancillary activities were considered in

projections for fully-burdened expenses, and annual revenues over expenses as noted in the table below with relevant Revenue/Expense ratios.

Activity	Activity Type	Revenue/Expense Ratio
Child Care	Mission-Support	1.12
Jets Store	Mission-Support	1.58
Hospitality Services	Mission-Support	1.04
Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.02
JPEC	Mission-Support	1.90
TRIO	Grant-Based Mission Support	1.03
Perkins	Grant-Based Missions Support	1.00
Harriet's Hub	Mission-Support	N/A
Cultural Affairs	Mission-Support	0.53
Residence Life	Mission-Support	2.47
Space Leases	Revenue-Enhancement	Expenses not directly tied to Revenues
Athletics	Mission-Support	N/A
Security	Mission-Support	N/A
Student Life	Mission-Support	N/A

2. **Engage in mission-support or 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 organizations;**
 - **Enhances student learning opportunities;**
 - **Strengthens the position of the College as an innovative leader and as a member of the League for Innovation, 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 mission-support and 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:

As prepared by the CFO in February 2025, the table below provides all entrepreneurial and mission-support activities to ensure they meet at least one of the six criteria noted above.

Activity	All Applicable Criteria	Specific rational for the criteria
Child Care	Directly contributes to the achievement of ENDS EN- 01 (3.3)	Research continues to demonstrate that the absence of childcare is a barrier to parents seeking to pursue higher education. Locating Tiny Homes near the childcare also supports our single parents going to school FT at JC.
Jets Store	Directly contributes to the achievement of ENDS EN- 01 (3.3).	Access to resources that students need (e.g., books, supplies, computers, & sundry items, Amazon package pick up and return) are important, particularly since the College has resident students and the Central Campus is some distance from resources they may need, as well as allowing for usage of the meal plan. The Amazon lockers contribute to community outreach and use of the store's resources.

Activity	All Applicable Criteria	Specific rational for the criteria
Hospitality Services	<p>Directly contributes to the achievement of ENDS EN- 01.</p> <p>Generates revenue from non-traditional sources to ensure the ongoing viability of the institution. Provides an opportunity to generate new revenue streams that do not distract from the achievement of ENDS; and contributes to partnerships and alliances with community organizations;</p>	<p>Catering is a non-traditional revenue source. 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 a college operation, versus an external vendor, our name and connection to the broader community is enhanced with the ability to represent the College at community events.</p>
Oasis Center	<p>Directly contributes to achievement of ENDS EN- 01 (3.3)</p>	<p>Mental wellness continues to be a topic of increasing concern (indeed, EAB research found in 2024 that 60% of students report mental health challenges). Providing services for students to improve their mental health, and hopefully intercepting instances of suicide, are important in our service to the whole student. This service is also available to our employees, as both an Employee Assistance Program and as licensed counselors to assist our employees with our changing new social realities.</p>
Health Clinic	<p>Directly contributes to achievement of ENDS EN- 01 (3.2; 3.3; 4.1)</p> <p>Enhance student learning opportunities</p>	<p>Physical well-being is vital to student learning. Furthermore, this clinic provides 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 may not meet 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 EN-01 (3; 4; 5)	Jackson Preparatory & Early College (JPEC) is a public-school academy serving grades 6 through 13 on the Jackson College campus. Students are provided with the opportunity to academically advance based on individualized paths through a competency-based approach and are supported to reach skill proficiency. JPEC students can develop college and career readiness skills early on in College Preparatory (grades 6-8) and focus on college course work and certification programs through our Early College (grades 9-13). Students are afforded the opportunity to complete an associate degree, or 60+ college credits, as well as a high school diploma upon graduation at no cost to our families.
Harriet's Hub	Directly contributes to achievement of ENDS EN-01 (3.3)	Dedicated to fostering a supportive environment for students. Harriet's Hub eliminates barriers to success by providing essential resources such as free food, hygiene products, and professional clothing. The goal is to create a space where students can access the support they need and ensure every student feels valued on their journey toward success. The college has dedicated space, and additional resources are now available through the State.
Cultural Affairs	Directly contributes to achievement of EN-01 (5.2)	Premier Performing Arts offered at the Potter Center in the area that provides cultural enrichment to the broader community. Also provides several opportunities for the K-5 teachers to bring students to appreciate the arts through historical plays with teacher guides from national companies.

Activity	All Applicable Criteria	Specific rational for the criteria
Residence Life	Directly contributes to achievement of ENDS EN-01 (3.3)	Emphasize learning-centered residential programming, strategic partnerships, and innovative housing models that support student retention, engagement, and new market opportunities.
Space Leases	Directly contributes to achievement of ENDS EN-01 (2.1)	Provide leased space to our four-year partners to assist students in a seamless transfer to both Siena Heights University and Grand Valley State University.
Athletics	Directly contributes to the achievement of ENDS EN-01 (4.1.3)	Athletes develop time management, leadership and critical thinking skills. They handle adversity, dedication, learn wellness skills, work with others, and can apply those skills to their lives. Travel and team rosters create opportunities to expand cultural experiences within different settings.
Security	Directly contributes to achievement of ENDS E-01 (5.3)	Provides overall security to campus as well as front desk coverage in each housing unit. Promoting a safe and secure campus for our students, employees and guests is a top priority.
Student Life	Directly contributes to achievement of ENDS EN-01 (4.1; 5.2)	Engage all students in activities and events outside of the classroom to create a sense of belonging and community within the campus community. Promotes interaction between and among students, staff, and faculty. Student participation in student organizations also provides an opportunity for students to gain leadership skills and a sense of civic duty. The repurposed Woodrow Wilson Jr. Student Center expands our student life efforts.

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

INTERPRETATION:

Compliance will be demonstrated when:

- a) When grant activities reveal 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.

2025 EVIDENCE:

Activity	All Applicable Criteria	Specific rational for the criteria
TRIO	121 students currently participate in the TRIO program, all of which 47 students registered part-time or less and 23 registered as full-time students, thereby generating 726.88 billing contact hours and 645 registered credits.	<p>The TRIO grant has been 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>(Additional information: A new application for the TRIO grant was submitted and we are awaiting notification on our TRIO grant renewal. If approved for renewal, our new five-year grant cycle will begin in September 2025.</p> <p>The TRIO Grant can serve 150 students in 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). TRIO will award 20-25 students with grant aid, based on DOE qualifications. The total grant award to distribute is \$15,000.)</p>

Activity	All Applicable Criteria	Specific rational for the criteria
Grants - NSF	<p>The awarded NSF Blockchain- Enrollment is projected to begin near fall 2026-spring 2027.</p> <p>By attracting both traditional and non-traditional students, including dual-enrolled high school students and incumbent workers needing upskilling, the project significantly contributes to an increase in Billing Contact Hours. This is achieved by offering accredited, financially aid-eligible courses that appeal to a broad demographic, thereby supporting the college's strategic goal of expanding access and participation.</p> <p>NSF-Manufacturing, the new AMR funded by this grant, merges existing courses with new developments in computer-aided machining and automation, thus expanding our educational offerings. This integration increases student enrollment potential and directly boosts Billing Contact Hours. By attracting both traditional and non-traditional students, including dual-enrolled high school students and incumbent workers needing upskilling, the project significantly contributes to an increase in Billing Contact Hours. This is achieved by offering accredited, financially aid-eligible courses that appeal to a broad demographic, thereby supporting the college's strategic goal of expanding access and participation.</p>	<p>This awarded NSF is a three-year project. The NSF grant-funded project develops a Blockchain-ready workforce by introducing four new Blockchain courses and two stackable credentials, which are integrated into existing courses. This initiative directly supports the Board's focus on increasing technological integration in curricula and aligning educational offerings with emerging industry standards.</p> <p>Funds from the grant have been allocated to key areas such as curriculum development, professional development for faculty, and marketing initiatives. Each of these spending decisions is strategically aligned with the College's goals and the grant's objectives, ensuring that funds are used effectively to maximize educational outcomes and institutional benefits.</p> <p>The AMR NSF project is over three years. The project enhances Jackson College's response to local and regional workforce needs by creating a pipeline of highly skilled graduates ready for modern manufacturing roles.</p>

The Jackson College Board of Trustees assessed this monitoring report and found that it demonstrated full compliance with a reasonable interpretation of the policy at the regular Jackson College Board meeting on March 17, 2025.