



# 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.

03.09.26

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

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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 03.07.26 that prior to FY '22, analyses were conducted but no formal business plans were created or retained. Beginning in FY '22, formal business plans have been generated as needed and are maintained by the Business Office. The CFO further confirmed that no new business plans have been generated since the beginning of FY '24.
- b)-e) The CFO confirmed on 03.07.26, that all ancillary activities were incorporated into projections for fully burdened expenses and annual revenue-over-expense calculations, as shown in the table below.

<b>Activity</b>	<b>Activity Type</b>	<b>Revenue/Expense Ratio</b>
Child Care	Mission-Support	1.68
Jets Store	Mission-Support	1.07
Hospitality Services	Mission-Support	0.92
Oasis Center	Mission-Support	N/A
Medical Clinic	Mission-Support	0.02
JPEC	Mission-Support	1.78
TRIO	Mission Support (Grant-Based)	0.89
Perkins	Missions Support (Grant-Based)	0.93
Harriet's Hub	Mission-Support	N/A
Cultural Affairs	Mission-Support	0.49
Residence Life	Mission-Support	2.62
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:**

a)-b) As prepared by the CFO in March 2026, the table below provides all entrepreneurial and mission-support activities to ensure they meet at least one of the six criteria noted above.

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
Child Care	Directly contributes to the achievement of ENDS EN- 01 (3.3)	Research consistently demonstrates that lack of affordable and accessible childcare is a significant barrier to parents pursuing higher education. Providing on-campus childcare directly supports student parents, particularly single parents enrolled full-time. The strategic location of Jet’s Village near childcare further reduces logistical barriers, improving retention and completion by allowing students to balance academic, family, and housing needs.
Jets Store	Directly contributes to the achievement of ENDS EN- 01 (3.3).	The Jets Store provides essential academic and daily-living resources, including textbooks, supplies, technology, meal plan access, and sundry items. Given the presence of residential students and the Central Campus’s distance from off-campus retailers, on-campus access is critical to student success. An Amazon package pickup and return service, available in the Jets Store, further supports students and extends the College’s engagement with the broader community, enhancing convenience and accessibility.

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rationale for the criteria</b>
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>Hospitality Services generates non-traditional revenue that supports the long-term financial viability of the institution while remaining aligned with ENDS priorities. Specifically, its catering services extend beyond traditional dining operations for students and employees, creating new revenue streams through external events. As a college-operated service, rather than an outsourced vendor, catering enhances the College's visibility, strengthens community partnerships, and reinforces the institution's brand at community events.</p>
Oasis Center	<p>Directly contributes to achievement of ENDS EN- 01 (3.3)</p>	<p>Student mental wellness is an increasing concern nationally, with recent research indicating that a significant percentage of students report mental health challenges. The Oasis Center supports student success by providing counseling and mental health services, provided by Family Services Children's Aid, that address these needs, promote well-being, and help mitigate crises, including suicide prevention. Services are also made available to employees through the Oasis Center, as well as through an Employee Assistance Program (EAP) and licensed counselors, supporting the overall health of the campus community.</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 foundational to student learning and academic success. The Health Clinic, made possible through a partnership with Henry Ford Jackson Hospital, provides accessible healthcare services to students, particularly important for residential students who may lack reliable transportation or timely access to off-campus care. The clinic also serves College employees and provides essential clinical learning opportunities for nursing and allied health students, supporting curricular requirements and workforce preparation.</p>

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
JPEC	Directly contributes to achievement of ENDS EN-01 (3; 4; 5)	Jackson Preparatory & Early College (JPEC) is a public-school academy serving grades 6–13 on the Jackson College campus. Through a competency-based, individualized learning model, students develop academic, college, and career readiness skills early. JPEC allows students to earn a high school diploma alongside up to an associate degree or 60+ college credits at no cost to families, directly advancing educational attainment, access, and workforce readiness.
Harriet's Hub	Directly contributes to achievement of ENDS EN-01 (3.3)	Harriet's Hub fosters a supportive environment by addressing basic needs that often impede student success. By providing free food, hygiene items, and professional clothing, the Hub removes barriers to continuity and completion. Dedicated space and expanded resources, including those supported through the State, ensure students feel valued and supported throughout their educational journey.
Cultural Affairs	Directly contributes to achievement of EN-01 (5.2)	Cultural Affairs enhances both campus and community engagement through premier performing arts programming at the Potter Center. These offerings provide cultural enrichment for the broader community and create meaningful educational opportunities for K–5 students through school performances, historical plays, and nationally developed teacher guides that support arts appreciation and learning.
Residence Life	Directly contributes to achievement of ENDS EN-01 (3.3)	Residence Life supports student retention and engagement through learning-centered residential programming, strategic partnerships, and innovative housing models. On-campus housing fosters a sense of belonging, enhances student involvement, and supports emerging markets, including non-traditional and workforce-focused students.

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
Space Leases	Directly contributes to achievement of ENDS EN-01 (2.1)	Leased campus space to four-year university partners supports seamless transfer pathways for students. Co-location with Grand Valley State University enhances advising access, strengthens partnerships, and reduces barriers for students pursuing bachelor's degree completion.
Athletics	Directly contributes to the achievement of ENDS EN-01 (4.1.3)	Athletics contributes to holistic student development by fostering time management, leadership, teamwork, resilience, and critical thinking skills. Student-athletes learn to manage academic and athletic responsibilities, respond to adversity, and prioritize wellness. Competition and travel also provide exposure to diverse environments, higher level performance opportunities, and cultural experiences.
Security	Directly contributes to achievement of ENDS E-01 (5.3)	Campus Security ensures a safe and secure learning and living environment for students, employees, and guests. Services include 24/7/365 campus-wide, armed security coverage and front desk staffing in each housing unit. A safe campus environment is essential to student success, residential life, and institutional trust.
Student Life	Directly contributes to achievement of ENDS EN-01 (4.1; 5.2)	Student Life promotes engagement beyond the classroom by offering activities, events, and organizations that foster belonging and community. These experiences encourage interaction among students, faculty, and staff while developing leadership skills, civic responsibility, and personal growth. The Director of Student Life, based in the Woodrow Wilson Jr. Student Center, significantly expands opportunities for student involvement and connection.
Dental Clinic	Directly contributes to achievement of ENDS EN- 01 (3.2; 3.3; 4.1)  Enhance student learning opportunities	The Dental Clinic provides for very low-cost oral care for students, a vital component to overall good health. The Clinic, under the direction of a local dental provider, also serves as a training venue for students engaged in learning to be a dental hygienist.

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 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.

EVIDENCE:

Activity	All Applicable Criteria	Specific rational for the criteria
TRIO	<p>Directly contributes to the achievement of ENDS EN-01 (3.3; 4.1).</p> <p>Supported through external grant funding, reducing reliance on institutional general funds.</p> <p>Enhances student retention and academic success for first-generation, income-eligible, and students with documented disabilities.</p>	<p>The TRIO program provides federally funded academic, advising, and support services to students who are first-generation college students, income-eligible based on State of Michigan poverty guidelines, or have a documented disability. Currently, over 130 students participate in TRIO, including both part-time and full-time students.</p> <p>TRIO is funded through a five-year federal grant cycle, with annual budgets approved by the U.S. Department of Education. A new grant cycle began in September 2025. The grant allows the College to serve up to 150 eligible students and includes \$15,000 in direct student grant aid, awarded annually to approximately 20–25 students based on DOE qualifications.</p> <p>By providing targeted academic support and financial assistance, TRIO reduces barriers to persistence and completion for high-risk student populations, directly advancing the College’s ENDS related to student access and success while leveraging external funding to support these outcomes.</p>

<b>Activity</b>	<b>All Applicable Criteria</b>	<b>Specific rational for the criteria</b>
Grants - NSF	<p>Directly contributes to the achievement of ENDS EN-01 (3; 4; 5).</p> <p>Increases Billing Contact Hours and enrollment through new, accredited, financial-aid-eligible coursework.</p> <p>Generates external grant funding to support curriculum development, faculty professional development, and program growth.</p> <p>Strengthens partnerships with industry, K–12, and workforce stakeholders to meet regional and emerging labor market needs.</p>	<p>Jackson College has been awarded multiple NSF grants that support workforce development in high-demand, emerging fields, including Blockchain and Advanced Manufacturing Robotics (AMR). These projects expand the College’s academic portfolio while aligning programs with current and future industry standards.</p> <p>The NSF Blockchain project is a three-year initiative designed to develop a Blockchain-ready workforce by introducing four new Blockchain courses and two stackable credentials integrated into existing programs. Enrollment is projected to begin in FY '27. The project supports increased technological integration across curricula and aligns with employer demand for advanced digital and financial technologies. Grant funds are allocated to curriculum development, faculty professional development, and targeted marketing to ensure successful implementation and enrollment growth.</p> <p>The NSF Manufacturing/AMR project is also a three-year initiative that merges existing coursework with new instruction in computer-aided machining, automation, and robotics. This integration expands educational offerings and creates a pipeline of highly skilled graduates prepared for modern manufacturing roles.</p> <p>Together, these NSF-funded initiatives enhance Jackson College’s responsiveness to regional workforce needs, strengthen industry alignment, and advance the Board’s ENDS by expanding access, participation, and student success through externally funded program innovation.</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 9, 2026**