Mid Michigan Community College
Board of Trustees Meeting
Schedule For
May 3, 2016

Cafeteria and Houghton Room, Harrison Campus - 6:00 p.m.

The May Board Workshop/Meeting schedule will be as follows:

1. 6:00 p.m. – Dinner - Cafeteria

2. 6:30 p.m. – Michael Jankoviak, Ph.D., Vice President of Academic Services, will present the Annual Instructional Report. – Houghton Room

3. 7:00 p.m. – The regular board meeting will be called to order – Houghton Room
This report attempts to provide a picture of how well MMCC is performing in terms of providing quality instructional services. The report looks at a number of factors relevant to the outcomes of what we do concerning student learning. The report looks at:

- Student Demographics
- Dual Enrolled High School Students
- Incoming Student Readiness
- Student Learning Outcomes
- What Happens to our Graduates
- Instructional Efficiency
- Conclusions & Observations

The flow of these particular pieces of information is intended to look at what we do starting from the intake of “raw materials” (the students we receive), what we attempt to do for the students while they are with us (the delivery of instruction), how our students do after they leave us (transfer success and job placement), and finally, a look at how efficient we are in providing educational opportunities for our students.

1. Student Demographics

This first section provides information on our students in terms of age, gender, full or part time status, class designation, and ethnic background. Also provided is a chart indicating the counties from which our students come.

![Student Age Breakdown](image.png)

*Figure 1.1*
Table 1.1

<table>
<thead>
<tr>
<th></th>
<th>Fall 2011</th>
<th>N</th>
<th>%</th>
<th>Fall 2012</th>
<th>N</th>
<th>%</th>
<th>Fall 2013</th>
<th>N</th>
<th>%</th>
<th>Fall 2014</th>
<th>N</th>
<th>%</th>
<th>Fall 2015</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Female</strong></td>
<td></td>
<td></td>
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<tr>
<td>FT</td>
<td>1169</td>
<td>24</td>
<td></td>
<td>887</td>
<td>19</td>
<td></td>
<td>840</td>
<td>18</td>
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<td>725</td>
<td>16</td>
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<td>675</td>
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<tr>
<td>PT</td>
<td>1702</td>
<td>35</td>
<td></td>
<td>1702</td>
<td>37</td>
<td></td>
<td>1849</td>
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<td></td>
<td>1668</td>
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<td></td>
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<tr>
<td><strong>Male</strong></td>
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<td></td>
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<td></td>
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<tr>
<td>FT</td>
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<td></td>
<td>868</td>
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<td></td>
<td>832</td>
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<td>17</td>
<td></td>
<td>737</td>
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<tr>
<td>PT</td>
<td>990</td>
<td>20</td>
<td></td>
<td>1099</td>
<td>24</td>
<td></td>
<td>1031</td>
<td>23</td>
<td></td>
<td>1089</td>
<td>25</td>
<td></td>
<td>1136</td>
<td>61</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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<td></td>
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<td>PT</td>
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<td>66</td>
<td></td>
<td>2804</td>
<td>67</td>
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Table 1.2

<table>
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<tr>
<th></th>
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<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree Seeking</td>
<td>4,825</td>
<td>3,309</td>
<td>3,098</td>
<td>2,942</td>
<td>2,919</td>
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<tr>
<td>First Time</td>
<td>1,336</td>
<td>848</td>
<td>756</td>
<td>689</td>
<td>620</td>
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<tr>
<td>Transfer In</td>
<td>1,337</td>
<td>1,516</td>
<td>913</td>
<td>921</td>
<td>323</td>
</tr>
<tr>
<td>Other</td>
<td>1,472</td>
<td>945</td>
<td>1,429</td>
<td>1,332</td>
<td>2,200</td>
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<tr>
<td>Non-Degree</td>
<td>740</td>
<td>1,385</td>
<td>1,454</td>
<td>1,480</td>
<td>1,340</td>
</tr>
</tbody>
</table>

Table 1.3

<table>
<thead>
<tr>
<th></th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>White, non-Hispanic</td>
<td>3527</td>
<td>3673</td>
<td>3674</td>
<td>3625</td>
<td>3506</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>106</td>
<td>110</td>
<td>126</td>
<td>134</td>
<td>128</td>
</tr>
<tr>
<td>Black, non-Hispanic</td>
<td>117</td>
<td>122</td>
<td>134</td>
<td>123</td>
<td>120</td>
</tr>
<tr>
<td>Am Indian/AK Native</td>
<td>64</td>
<td>92</td>
<td>83</td>
<td>72</td>
<td>61</td>
</tr>
<tr>
<td>2 or more Races</td>
<td>5</td>
<td>8</td>
<td>25</td>
<td>28</td>
<td>15</td>
</tr>
<tr>
<td>Asian</td>
<td>7</td>
<td>14</td>
<td>11</td>
<td>24</td>
<td>10</td>
</tr>
<tr>
<td>Native HI/Pac Isles</td>
<td>18</td>
<td>16</td>
<td>12</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Unknown</td>
<td>278</td>
<td>606</td>
<td>425</td>
<td>400</td>
<td>240</td>
</tr>
<tr>
<td>International</td>
<td>23</td>
<td>53</td>
<td>62</td>
<td>8</td>
<td>126</td>
</tr>
<tr>
<td>Total</td>
<td>4145</td>
<td>4694</td>
<td>4552</td>
<td>4422</td>
<td>4422</td>
</tr>
</tbody>
</table>
*Note: To provide comparison, 2015 uses 2014 spring session data. Any change from last year’s spring enrollment will result in a corresponding change in the actual 2015 data.

Figure 1.2

2. Dual Enrolled High School Students

MMCC continues to realize an increasing number of dual enrolled high school students. The following charts provide information on the number of these students, as well as their academic performance. You will note that there are more classes taken than there are dual enrolled students. This is because many of these students enroll in more than one class.

Figure 2.1
We also track the success rates of dual enrolled students. These success rates are based on grades of C or better.

![DUAL ENROLLED STUDENT SUCCESS RATES](image)

**Figure 2.2**

### 3. Incoming Student Readiness

A key factor affecting student success is their readiness for college level courses. The following chart shows how incoming students from the local school districts perform on our placement tests in Math and English. The chart shows the percentage of students that need remediation in these basic areas. The message presented in this chart is that many incoming students simply are not ready for college course work in these two areas.

![PERCENT NEEDING REMEDIAL COURSES BASED ON ACCUPLACER SCORES](image)

**Figure 3.1**
4. Student Learning Outcomes

This section of the report addresses what happens with our students during the time they spend with us: are they learning? To get at this, the next two charts provide information on the success rates of the overall student population at MMCC: the first in terms of C or better grades, and the second in terms of average GPA. These charts are based on grades issued, so they include “W” grades but not official drops. Distance education is a significant segment of MMCC’s instructional program. Therefore, included on the charts below are success rates for online courses and their withdrawal rates.
Other key measures that indicate how well students are doing with us are the percent that actually complete a course and the percent that come back for additional courses in winter semester (persistence).
The following charts show the completion and persistence rates broken down by division.

**Figure 4.4**

**Percent Completing Course**

- Fall 2012:
  - 1.1 General Education: 76%
  - 1.2 Bus & Human Serv: 74%
  - 1.3 Tech & Indust Occ: 75%
  - 1.4 Health Occupations: 74%
  - 1.5 Remedial & Develop: 74%

- Fall 2013:
  - 1.1 General Education: 73%
  - 1.2 Bus & Human Serv: 72%
  - 1.3 Tech & Indust Occ: 71%
  - 1.4 Health Occupations: 72%
  - 1.5 Remedial & Develop: 70%

- Fall 2014:
  - 1.1 General Education: 76%
  - 1.2 Bus & Human Serv: 74%
  - 1.3 Tech & Indust Occ: 75%
  - 1.4 Health Occupations: 74%
  - 1.5 Remedial & Develop: 74%

- Fall 2015:
  - 1.1 General Education: 73%
  - 1.2 Bus & Human Serv: 72%
  - 1.3 Tech & Indust Occ: 71%
  - 1.4 Health Occupations: 72%
  - 1.5 Remedial & Develop: 70%

**Figure 4.5**

**Percent Returning from Fall to Winter**

- MMCC:
  - 2010: 76%
  - 2011: 74%
  - 2012: 75%
  - 2013: 74%
  - 2014: 74%

- State:
  - 2010: 73%
  - 2011: 72%
  - 2012: 71%
  - 2013: 72%
  - 2014: 70%
Student retention from fall to fall is another key indicator as to how well the college is performing. The following chart displays the percentage of degree seeking students that return. The 2015 national average for two-year public retention is approximately 54.7%.

Figure 4.6

Figure 4.7
The following chart depicts the fall to fall retention by division.

*Note: This comes from the Governor’s metrics.*
Another key measure of student success is how well they perform on externally administered exams. There are three program areas in which our students take such exams: Nursing, Radiography, and HRA.

**Figure 4.10**

**RN Board Exam Pass Rates**

<table>
<thead>
<tr>
<th>Year</th>
<th>MMCC</th>
<th>Michigan</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>88%</td>
<td>93%</td>
<td>100%</td>
</tr>
<tr>
<td>2012</td>
<td>96%</td>
<td>93%</td>
<td>90%</td>
</tr>
<tr>
<td>2013</td>
<td>96%</td>
<td>90%</td>
<td>89%</td>
</tr>
<tr>
<td>2014</td>
<td>88%</td>
<td>83%</td>
<td>85%</td>
</tr>
<tr>
<td>2015</td>
<td>86%</td>
<td>82%</td>
<td>82%</td>
</tr>
</tbody>
</table>

**Figure 4.11**

**Rad Tech Exam Pass Rates**

<table>
<thead>
<tr>
<th>Year</th>
<th>MMCC</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>85%</td>
<td>95%</td>
</tr>
<tr>
<td>2012</td>
<td>94%</td>
<td>93%</td>
</tr>
<tr>
<td>2013</td>
<td>93%</td>
<td>90%</td>
</tr>
<tr>
<td>2014</td>
<td>89%</td>
<td>88%</td>
</tr>
<tr>
<td>2015</td>
<td>89%</td>
<td>82%</td>
</tr>
</tbody>
</table>
PTA Certification Exam Pass Rates

Certified Medical Assistant Exam Pass Rates
Figure 4.14

Certified SolidWorks Associate Exam Pass Rate

Figure 4.15

Residential Air Conditioning & Heating

Figure 4.15
5. What Happens to Our Graduates?

While the number of graduates per year only provides limited insight into institutional performance, these statistics do provide a partial understanding of how the college serves our community.

\[ \text{GRADUATES BY YEAR} \]
\[ \text{AS OF APRIL 16, 2016} \]

\[ \text{Figure 5.1} \]
The following charts graphically depict the programs from which our students graduated for academic years 2014 and 2015. Note that approximately 50% of the graduates come from four program areas: Nursing, Liberal Studies Transfer, and Business Studies Transfer.

![Graph of 2014 Program Graduates](image)

*Figure 5.2*
2015 Program Graduates

- MACRAO: 269 (30.4%)
- Registered Nurse: 123 (44.2%)
- Liberal Studies Transfer: 84
- Business Studies Transfer: 57
- Licensed Practical Nurse: 19
- Medical Assistant: 19
- General Technology: 18
- Health Science Transfer: 15
- Radiography: 15
- Other: 222 (69.9%)

Figure 5.3
What happens to our graduates is an important measure of the value their time at MMCC provides them. The following placements rates are based on the State’s Core Indicators for Perkins funded programs.

![Placement for Occupational Students](image)

**Figure 5.4**

Since many of our students transfer to four year institutions, another important measure is how they perform after they transfer. This information is an indicator of how well MMCC prepares students for the four year setting. The following series of charts provides information on transfer performance. The first shows how many students we have transferring to the major regional universities.

![Number of Transfer Students](image)

**Figure 5.5**
The following charts indicate how the transfer students perform in comparison to the native student population of the respective four year institutions.

Figure 5.6

Figure 5.7

Figure 5.8
6. **Instructional Efficiency**

With the assistance of the Business Office, the Instructional Team has developed a Return on Investment (ROI) model which shows how well each instructional department is doing from a financial perspective. The overall ROI for all of the instructional activities for 2014-15 was approximately $2.95 million. This compares to approximately $3.04 million for 2013-14.

The following graph provides a summary look at the ROI information at the division level for the last three years.

![Division Level Return on Investment](image)

**Figure 6.1**
A key part of the ROI depends on how well we manage the average class size. The following table shows how Mid compares to our counterparts in Group 1 as well as the overall state average.

**Table 6.1**

<table>
<thead>
<tr>
<th>Average class size Comparison</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
<th>2013-14</th>
<th>2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>MMCC</td>
<td>18.30</td>
<td>17.97</td>
<td>17.25</td>
<td>18.44</td>
<td>17.14</td>
</tr>
<tr>
<td>Group 1 Colleges</td>
<td>15.60</td>
<td>14.56</td>
<td>14.09</td>
<td>15.22</td>
<td>14.39</td>
</tr>
<tr>
<td>State Average</td>
<td>19.60</td>
<td>18.86</td>
<td>17.97</td>
<td>19.11</td>
<td>18.56</td>
</tr>
</tbody>
</table>

The final two tables provide information on Instructional Cost per Student Contact Hour and Instructional Cost per FYES (Fiscal Year Equated Student). This information is from the ACS Annual report.

**Table 6.2**

<table>
<thead>
<tr>
<th>Cost Per Student Contact Hour</th>
<th>MMCC 2013-14</th>
<th>MMCC 2014-15</th>
<th>State Average 2013-14</th>
<th>State Average 2014-15</th>
<th>Group 1 Colleges 2013-14</th>
<th>Group 1 Colleges 2014-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Instruction</td>
<td>6.45</td>
<td>6.67</td>
<td>8.31</td>
<td>9.12</td>
<td>8.34</td>
<td>9.97</td>
</tr>
<tr>
<td>General Education</td>
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<td>7.51</td>
<td>8.31</td>
<td>8.28</td>
<td>9.44</td>
</tr>
<tr>
<td>Business &amp; Public Service</td>
<td>5.42</td>
<td>5.89</td>
<td>8.12</td>
<td>8.90</td>
<td>8.81</td>
<td>9.68</td>
</tr>
<tr>
<td>Trades &amp; Industrial</td>
<td>10.32</td>
<td>10.02</td>
<td>13.14</td>
<td>13.73</td>
<td>12.08</td>
<td>13.26</td>
</tr>
<tr>
<td>Health Occupations</td>
<td>10.79</td>
<td>10.03</td>
<td>11.57</td>
<td>12.56</td>
<td>11.37</td>
<td>12.71</td>
</tr>
</tbody>
</table>

**Table 6.3**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-2015</td>
<td>$3,831</td>
<td>$5,416</td>
<td>$5,950</td>
</tr>
<tr>
<td>2013-2014</td>
<td>$3,678</td>
<td>$4,887</td>
<td>$5,205</td>
</tr>
<tr>
<td>2012-2013</td>
<td>$3,377</td>
<td>$4,544</td>
<td>$4,864</td>
</tr>
<tr>
<td>2011-2012</td>
<td>$3,149</td>
<td>$4,262</td>
<td>$4,624</td>
</tr>
<tr>
<td>2010-2011</td>
<td>$2,710</td>
<td>$3,904</td>
<td>$4,218</td>
</tr>
</tbody>
</table>
Conclusions/Observations

- With regards to student demographics, the overall patterns seem to be holding. Enrollments, of course, are down, but you can note the increase in the under 18 age group. This reflects our growth in dual enrolled students. In addition, we are not attracting older students (25-64) at the levels we did in the past. One other trend worth pointing out is the shift to a higher percentage of part-time students. It has moved from a 50/50 split (pt/ft) to 67% pt to 33% ft in only four years.

- For the enrollment from the Top Seven Counties, there doesn’t appear to be any significant change in the pattern in the data on which counties our students come from.

- The overall pattern in dual enrollment is one of significant increase. Noteworthy is the greater increase in classes taken over the increase in number of dual students. For Winter 2015, dual students made up 21.8% of our total enrollment.

- Student readiness for college-level work has been showing a very modest improvement for those taking the Accuplacer test. Results for those taking the ACT exam were showing a similar trend until Fall 2014. It should also be noted that we are moving to a new placement model that will involve using multiple metrics, including high school gpa.

- There has been a slow, gradual improvement in overall successful course completion from 67% in fall 2010 to 75% in fall 2015.

- There still remains a lack of any significant difference between online and traditional courses in terms of success rates or withdrawal rates.

- The percentage of students completing their fall courses is above 80% for all divisions, with the technical and health divisions the highest at approximately 91% and 94.3%.

- Looking at the Fall to Winter return rate, we see that MMCC compares positively to the overall rate for Michigan community colleges.

- Looking at the Fall to Winter return rate more locally and by division, it seems to be leveling off at or near 80% with health students slightly higher than the others.

- The Fall to Fall student retention has an overall pattern of increase with significant early gains. The increase was continuing after a slight drop for the 2013 to 2014 year. This pattern suggests that we were successful in picking the proverbial low hanging fruit and as we near the national average the gains are more difficult. It should be noted that the national average also dropped slightly this year to 54.7%.

- We also monitor the Governor’s metric of the completion and transfer rate. MMCC appeared to be significantly below the state average, but we learned that our data set was not complete. Upon correcting this situation, we find we were at the state average, but dropped below again.

- We now regularly monitor the certification/licensure exam pass rates for a number of our programs.
  - The RN licensure pass rates have returned to above the state and national levels.
  - The Radiography pass rates have been fluctuating somewhat. One reason for the fluctuation is the relatively low number of students (down to 15 last academic year) so that one or two students not passing can have an impact on this rate.
  - We continue to be above the State and National levels for the HRA results.
  - The Certified SolidWorks Associate exam pass rates are taken by students from our Computer Aided Design program, and they have been doing quite well. We do not receive state or national data at this time.
  - Our Medical Assistant students have been regularly outperforming the national average.
● Our Physical Therapy Assistant students also are outperforming the national average. Note that we have only had a cohort every other year. We are moving to running two cohorts in the PTA program in the future.

● The Graduates by Year graph (Figure 5.1) may need some explanation on the trends depicted:
  ○ The exponential increase in credentials awarded for 2011-12 is due to two factors: first, there was a change in how we counted spring/summer graduates, such that two summer’s session graduate cohorts were counted in a single year to accomplish the changeover. Second was the creation of the MACRO credential. It should be noted, however, that this increase in the number of awards issued does not impact our graduation/transfer rate because most of these MACRO credentials were awarded to students also receiving either a degree or full certificate, and students can only be counted once as a completer, regardless of how many programs they may complete. Further the Governor’s metric on Completion/Transfer only includes Title IV eligible programs and the MACRO credential is not Title IV eligible.
  ○ The drop in certificates is due to our ending the LPN certificate program.
  ○ The gradual drop in associate’s degree primarily relates to our overall enrollment decline; however, that trend has turned slightly upward for 2014-15.

● Looking at which programs our graduates come from, with the obvious exception of MACRO, the largest portion of our graduates continues to come from our health programs, and our transfer degrees.

● Graduate placement data for our occupational students continues to compare with the state average. Note that this data is based on self-reported information from students. Additionally, "placed" includes employed, transferred to a senior institution, or joined the military.

● The number of students transferring to CMU has returned to the previous high level in 2012, while transfers to FSU again has declined slightly. The performance of our transfer students remains just under that of the native student population at CMU, and continues to be equal to be close to or equal to FSU and SVSU students.

● The Return on Investment model for 2013-14 indicates a continued increase in the area of General Education with decreases in Health, Technical and Remedial areas.

● In comparison to other community colleges in the state, our instructional division continues to be very efficient as measured by the cost per student contact hour and by the instructional cost per fiscal year equated student.
Supplement to Annual Report for 2015-16
Update on Academic Services Major Projects

The Supplement to the Annual Report this year is a review of projects for the Academic Services Division. To start, I include a list of the relevant committees from the College's new Shared Governance Structure. It is through these committees that the division’s work is coordinated, monitored, and accomplished. We have organized and assigned the work so that one of these committees takes the lead responsibility for each project. While there are a number of additional projects and efforts going on, this review does capture the major focus of the division's work. What is not covered here is the work of our regular curriculum updates, program reviews, assessment of student learning, and other such routine work of the division.

- **Academic Services Committees**
  - Council of Chairs & Deans (CCD)
    Members are the Faculty Chairs of the academic committees, the chair of the Co-curricular Committee, the academic Deans, and chaired by the VP for Academic Services. The CCD sets the agenda for Academic Services and our major committees. The CCD reviewed all of the Strategic Plan Objectives that pertained to Academic Services and assigned each to the relevant committee.
  - Academic Council
    The Academic Council advises the Vice President for Academic Services on matters related to the curricular program. The group considers and makes recommendations regarding initiatives related to the teaching-learning process.
  - Assessment Committee
    Works collaboratively with the VP for Academic Services and Deans to support assessment efforts across the curriculum, to review the results of assessment activities, and to recommend quality improvements related to academic assessment and student learning.
  - Curriculum & Academic Standards Committee
    Oversees all course and program offerings of the College to ensure quality and alignment.
  - General Education Committee
    Considers matters related to the General Education requirements of the College. Makes recommendations for curricular changes to the Curriculum and Academic Standards Committee.

- **International Students** (Council of Chairs & Deans: Objectives 2.4, 3.6, 3.8, 4.7, 5.6,)
  - LUCES Academy (Learning & Understanding Content to Empower Success -- Also Spanish for Light)
    This project started in response to the increasing number of international students coming to MMCC from CMU, but doing so very late in the enrollment period. Indeed, these were often not in class until the second week of the semester. MMCC also receives a number of demarculated CMU students late in the enrollment period, especially for winter semester. These are two groups of students who could benefit from a combination of a late start set of
courses, so that they didn't miss the first week of class. Both groups could also benefit from a revised instructional delivery method: sheltered content courses. Thus, the LUCES Academy consists of a set of course offering with a start date one week later than the normal semester start, and utilize the delivery methods associated with sheltered content courses. The following courses were developed and offered for fall 2015:

- BUS 151
- MAT 101
- POL 201
- SOC 101

The following courses were added for winter 2016:

- ENG 110
- PSY 101
- SPE 101
- MAT 104

In addition, MMCC’s single ESL course was redesigned as a two course sequence to better accommodate the varied student proficiencies and needs.

- Jim Kridler, Kim Barnes & Scott Mertes led the effort at getting the administrative pieces in place for ensuring the proper students enrolled in the Academy courses.
- Shawn Troy took the lead for ensuring the correct number of instructional minutes were scheduled for each course.
- Corey Goethe worked with CMU staff to develop additional support services for international students through the Library & Learning Services department.

- **DQP/Tuning** (Council of Chairs & Deans and Assessment Committee: Objectives 2.2, 2.4, 3.5, 3.6, 3.7, 5.6, 11.2)

  Lumina Foundation's Degree Qualification Profile has been adopted by faculty at MMCC to serve as the framework for assessing student learning outcomes. The project for getting this structure fully in place will span several years. Recent work includes:
  
  - Workshop with DQP/Tuning Coach Feb 2015
  - Faculty work on mapping the DQP proficiencies across their programs.
  - Faculty work on assessment of these proficiencies by identifying or revising student assignments/projects which demonstrate their level of mastery of the proficiencies. Faculty are also developing or revising rubrics for this evaluation.
  - Assessment Committee is working on the development of a digital repository for the assessment data.

- **Guided Pathways** (Curriculum Committee: Objectives 2.2, 2.4, 3.1, 4.1, 4.4, 4.8, 5.1, 5.2, 5.3, 10.2)

  - Project Summary: The project involves the establishment of structured academic pathways for the academic programs offered at Mid Michigan Community College. This includes not only evaluating course sequencing, but evaluating course offerings, and more specifically, identifying elective choices. This project will include all major academic areas including: Math/Science, Liberal Arts, Occupational, and Health. In addition, Academic Advising will be heavily involved in planning and implementation. Based on previous national research, the hope is, by establishing more clearly defined pathways, the college will create a more efficient and effective schedule of courses, which will in turn contribute to improved retention and completion rates. And while improving the course schedule could be listed as a project unto itself, it is included under the Guided Pathways project to place emphasis on
the cohesiveness of the work being undertaken rather than on the number of discrete projects.

- Shawn Troy & Laura Vosejpka serve as co-chairs, and Scott Mertes & Bob Elmore serve as facilitators.
- MMCC is part of Cohort 1 of Michigan’s Center for Student Success led project on Guided Pathways.
- Faculty, Advisors, and Deans are working on identifying pathways for students in each degree program or area of concentration.
- The Guided Pathways project overlays nicely with the DQP project, because as the faculty identify the proficiencies for each degree program, they also are reviewing and revising the sequencing of courses in which the skills and knowledge sets are acquired. This sequencing is a key piece of designing the pathways.
- This project also includes work on improving transferability of courses to our four year partners.

- **Labor Relations Issues** (Council of Chairs & Deans, President Hammond, and Faculty Senate Officers: Objectives 3.3, 3.3, 7.8)
  This set of issues is categorized under Labor relations primarily because they involve contractual issues, but they are also key student success issues.
  - Student Feedback Process: a team of faculty and administrators has met and redeveloped the tool and process for gathering student feedback on their experience in taking courses at MMCC.
  - Classroom Observations: the same team of faculty and administrators have revised the tool for providing faculty feedback on their work in the classroom with students.
  - Faculty Staffing: separate but overlapping teams are working collaboratively on ways to achieve proper staffing levels for full- and part-time faculty, which includes the recent redesign of our Faculty Lectureship position. In addition, work is being done on gaining a better understanding and addressing the needs of adjunct faculty.

- **Dual/Concurrent Enrollment** (Council of Chairs & Deans and the Off-Campus Advisory Committee: Objectives 1.1, 2.2, 2.4, 3.8, 3.9, 4.1, 5.1, 5.2, 8.2)
  - Dual/Concurrent Enrollment Offerings that ran for academic year 2015-16 were:
    - Fall 2015: 10 sections in Math & Science; 31 sections in the Liberal Arts; 4 sections in the Occupational/Technical areas
    - Winter 2016: 10 sections in Math & Science; 20 sections in the Liberal Arts; 2 sections in the Occupational/Technical areas
  - Dual/Concurrent Enrollment Offerings scheduled for academic year 2016-17 are:
    - Fall 2016: 15 sections in Math & Science; 36 sections in the Liberal Arts; 2 sections in the Occupational/Technical areas
    - Winter 2017: 15 sections in Math & Science; 22 sections in the Liberal arts; 3 sections in the Occupational/Technical areas
  - Planning for Dual/Concurrent Enrollment in the Local Districts: Rick Smith and Mike Jankoviak have been meeting with the Principals and Councilors from the five local school districts and the CG-RESD in an attempt to move from short-term to long-term planning. Typically, MMCC is contacted by the local schools relatively late in our schedule building process for dual enrollment offerings the schools would like either at their buildings or on our Harrison campus. Because it is late in our process, it often requires us to rework our schedule in order to accommodate those classes. We are seeking to develop longer term
planning with the schools so that we may approach our partnerships with them with a more programmatic set of course offerings that meet their students’ needs and can be included in our normal schedule building timelines. While these discussions continue, the exact direction the work will take depends heavily on whether the RESD’s millage attempt is successful.

- One result from the above conversations is the development at Clare HS of a "College Center." This will be a set of rooms in their building that are dedicated to MMCC classes and space for our advisors to meet with their students.
- Increased professional development opportunities and onboarding orientations were developed for adjunct faculty teaching dual/concurrent enrollment offerings.
- NACEP accreditation application was submitted. This major undertaking was led by Rick Smith. A number of faculty contributed to the work of developing and submitting the application as well.

- **Further Online Development (Council of Chairs & Deans)**
  To make more program opportunities available for fully online programs, additional online course developments are needed. The deans and departmental faculty are working with our Distance Ed unit to identify our priorities and work on filling in the gaps.

- **HLC Related (Council of Chairs & Deans)**
  - Current Action Projects listed with the HLC
    - Multiple Metrics for Placement (Objective 2.1, 2.2, 2.4)
      - Project Summary: This Action Project proposes to improve student placement into their first math or English courses through development of data-informed decision tools. MMCC currently uses Accuplacer for math and Accuplacer and a self-placement tool for English. These methods have limitations. Our goal is to improve our assurance that a student is placed into the proper courses based on their background and experience.
    - Guided Pathways (3.1, 4.1, 4.2, 4.8, 5.1, 5.2, 5.3)
      - Project summary: see information provided above on Pathways project.
    - Institutional Research Dept developing process for capturing official Term Data (Responds to System Portfolio Feedback)
      - Project Summary: MMCC’s current practice (of drawing raw data for all reporting from live, transactional databases) produces inconsistent results, these data can vary with the time at which the raw data are drawn. Confusion ensues when different reports contain differing data for the same metric. To address this challenge, the IR Office is designing and implementing Official Term Data (OTD), as is the practice at most colleges and universities. Going forward, much internal and external data reporting will originate from standard (static) snapshots taken once per term; this new method will increase consistency in reporting across time, and across terms.

In addition to the above official action projects, other HLC related work includes:
  - Responses to recent Systems Portfolio and Quality Checkup Visit Feedback
  - Prep for our next AQIP Strategy Forum coming in Fall 2016
  - Ensuring compliance with the HLC’s Faculty Qualifications policy. The HLC is renewing its emphasis on ensuring colleges have appropriately credentialed and qualified faculty in the classrooms and doing faculty work. Working with Personnel Services staff, we have implemented a self-audit system for reviewing faculty credentials and ensuring compliance.
• **Student Recognition** (Academic Council: Objective 3.8, 3.10)
  ○ Revised Honors Convocation to address concerns that surfaced as a result of the degree structure revision. We now recognize defined areas of concentration within the transfer degrees.

• **Faculty Professional Development Support** (Academic Council)
  ○ A new process was designed and implemented for reviewing and awarding faculty professional development funds. As of April 1st, 33 faculty proposals were reviewed and approved. 12 of these were for conference presentations by our faculty.

• **Grants**
  ○ **Right Signals** -- Steve Fosgard, Scott Mertes, Shawn Troy, Scott Govitz, Carol Darlington, and Mike Jankoviak submitted and received funding. Purpose of the grant is to develop common language to use in describing the skills, knowledge, and competencies represented in various credentialing, industry certifications, apprenticeships, as well as college level certifications below the associate's degree.

  ○ **NSF w/ CMU -- RET (Research Experience for Teachers).** Peter Velguth, Scott Govitz, and Mike Jankoviak worked with the CMU Oversight Team. CMU did receive funding. We have two adjunct faculty members participating: Scott Wilson & Ron Ratkos. They will be involved with CMU faculty and industry partners in doing STEM related research which they will then be able to bring back to the classroom to share with their students.

  ○ **BaySail Sea Scholars Program** -- Peter Velguth is working with BaySail to develop coursework which would provide students an opportunity to earn college credit while on a sailing vessel going from Key West, Florida to Bay City. The earliest this will impact MMCC would be for the 2017 spring trip.

  ○ **National Humanities Grant** -- Scott Mertes and faculty from the English Department submitted a grant proposal to fund an institute for faculty to come together to discuss and discover ways to enhance Humanities education at the community college level. Grant proposal was not funded.

  ○ **Open Educational Resources Degree Initiative (Objectives 1.7, 3.6, 5.11, 9.1, 9.4)** Anthony Freds, Carol Darlington, Scott Mertes, Shawn Troy, Richard Cronk, Kelli Butler, Julie Ehle, Eric Sander, and Mike Jankoviak submitted a proposal for funding to develop three programs that would exclusively use OER materials. We selected our Early Childhood Education certificate program, our Business Information Systems certificate program, and our Computer Aided Design certificate program for this proposal. Funding would cover the use and develop of OER materials for all program specific courses and general education courses for the three programs. We have not received word regarding award at this time.

  ○ **BSN Opportunities (Objectives 4.2, 4.3, 4.4, 5.2, 10.2)** Maggie Magoon, Barb Wieszcieceinska, and the nursing faculty are engaged in a number of opportunities aimed at providing pathways for our students to obtain a BSN upon completing the ADN with us. We currently have five articulations with different regional universities, and have developed transfer
guides for an additional four universities. The Nursing Department is also continuing to work on accreditation for our program.

- **Program Development** (Council of Chairs & Deans: Objectives 4.8, 5.3, 5.4, 5.6) The Deans and faculty are working on identifying and developing new program areas that meet student and employer needs. Four areas have been identified for develop:
  - Facilities Management -- This would be an umbrella type program encompassing several existing programs as well as some new development. Existing credit programs included under the umbrella are:
    - HRA
    - GEO
  - Existing non-credit programs included are:
    - Construction
    - Electrical
    - Plumbing
    - Workforce Readiness
  New develop would be in Energy Management. A student would be able to complete the entire degree program, or could have the option of just focusing on select areas which would result in the award of one or more certificates. An RFP for develop and implementation work on this program will be released next month. Our goal is to have this ready for a fall 2017 start.

  - Energy Management
    This could be developed at both the associate's and bachelor's degree levels. It could contain aspects of our existing HRA and Geo curriculum but also include LEED certification and preparation to work in various sectors of the utility industry. Our target is to have this ready to start in fall of 2018.

  - Advanced (Integrated) Manufacturing
    Using many components of our existing curriculum, this program will expose students to the manufacturing world from design through production. Our goal is to have the for-credit offering of this program ready to start in fall 2017. Non-credit modules could be offered sooner.

  - Business
    There are numerous opportunities for expanding areas within our Business program. We are currently exploring a select few of these. A couple of examples are: Environmental Management ISO 14001/Sustainability, Operations Management / Lean Manufacturing, and Project Management / Total Quality Management. A needs survey will be conducted to determine the particular focus and priority we select.

- **Advisory Committees Revamp** (Council of Chairs & Deans: Objectives 4.8 & 5.3)
  - These groups need to play a stronger role in actually providing input to the Occupational/Technical programs and feedback on how well these programs are preparing students to meet employer needs.
  - These committees need to contribute to exploring program development at cross-over areas for example: CIS & Machine Tool, CAD, Plastics, and Business; HRA & Facilities
Management. MMCC is looking for employer input for how we can revise our programming to better integrate the cross-over skills and knowledge.

- Revise the Co-op/Internship Courses -- Currently the internship is a single 3 credit course. We plan to divide it into two separate courses. One portion would cover general workplace skills, resume writing, interview skills, etc. This would be a 1 credit course that any student could take and take at any point in their program. The second portion would be the actual field experience. We're looking for employer input for revising this course to ensure we take into account their concerns.

- DQP -- The DQP needs to pay attention to the skills and knowledge sets the employers need. Thus, we need to have regular and ongoing conversations with them to ensure we are properly preparing students. (More on DQP above)

- Guided Pathways -- As our faculty work on building pathways, we will need input from employers to ensure those pathways properly prepare students.
MID MICHIGAN COMMUNITY COLLEGE
Board of Trustees Regular Meeting
Harrison, MI 48625 and Mt. Pleasant, MI 48858
May 3, 2016
Houghton Room – Harrison Campus

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Agenda Item: II, Approval of Agenda

Board Consideration: Action

Background:

Item II, Approval of Agenda.

Recommendation:

It is recommended the Board approve the agenda as presented.
Agenda Item: III, Approval of Consent Items

Board Consideration: Action

Background:

A. Minutes – April 5, 2016

B. Monthly Financial Report:
   1. Financial Summary for the period ended March 31, 2016
   2. General fund balance sheet as of March 31, 2016
   3. General fund statement of revenues and expenses for nine months ended March 31, 2016
   4. Gifts and Donations: Donations totaling $30,614 were received for the Scholarship and Grant Fund in March 2016.
   5. Donations were received last month for the Scholarship & Grant, Foundation, Capital Campaign, Northern Tradition, Lakers Athletic Fund, Manning Ford Scholarship, McDonald Scholarship, Grabmeyer Scholarship, Bicknell Scholarship, Lickly Chemistry Scholarship, and Elizabeth J Horrocks CNA Scholarship.

C. Monthly Personnel Report for this period.

Recommendation:

It is recommended the Board approve the consent items as described by the Board Chair.
The meeting took place in the Houghton Room, Harrison Campus.

Present: Douglas A. Jacobson, Board Chair; Betty M. Mussell, Vice Chair; Thomas W. Metzger, Treasurer; Carolyn C. Bay, Trustee; Eric T. Kreckman, Trustee; Terry Petrongelli, Trustee; Christine M. Hammond, Ph.D., President; Lillian K. Frick, Vice President of Finance and Administrative Services; Michael W. Jankoviak, Ph.D., Vice President of Academic Services; L. Scott Govitz, Executive Director of Economic and Workforce Development; Matt Miller, Ed.D., Vice President Student & Community Relations; Kim Barnes, Executive Dean of Student & Academic Support Services; Anthony Freds, Chief Information and Organizational Development Officer; Lori Fassett, Executive Director of Personnel Services; Tonya Clayton, Exec. Asst. to the President/Trustees; Bud Kanyo, Faculty Senate President

Absent: Richard S. Allen, Jr., Secretary; Al Ayers, ESPA President;

Guests: Kirk Lehr, Director of I.T.; Dorothy Boge, Business Services Manager; Susan Call, Director of Accounting; Jim VanderMey, Full time English and Humanities Faculty; Cameron Harper

Agenda Item I: CALL TO ORDER

The Board Chair called the meeting to order at 7:22 p.m.

Bud Kanyo informed the Board that many faculty and staff enjoyed listening to the Board members at the Professional Development Day on March 30th.

Agenda Item II: APPROVAL OF AGENDA

The Board Chair appointed Trustee Petrongelli as acting secretary for the meeting.

With no proposed changes, the Board Chair stated that the agenda stands as approved as reflected in the Board packet.

Agenda Item III: APPROVAL OF CONSENT ITEMS

With no changes noted, the Board Chair stated the consent items stand as approved.

The Board Chair stated that it is with regret the Board acknowledges the retirement announcements of Professors Barry Alford and Janet Grimm. A conversation took place concerning the history the college loses when long term faculty retire.

Agenda Item IV-A: POLICY RECOMMENDATION – SECOND READING

President Hammond presented Board Policy 204 Freedom of Information Act Requests for the second reading to create a new Board policy. Dr. Hammond thanked Dorothy Boge, Business Services Manager, and Lillian Frick, Vice President of Finance and Administration, for putting this policy together.

A motion was made by Trustee Mussell to approve Board Policy 204 Freedom of Information Act Requests. Seconded by Trustee Petrongelli. All ayes; motion carried.

Agenda Item V-A: CORRESPONDENCE AND ANNOUNCEMENTS

A Notice of Public Hearing from the Village of Farwell was reviewed.
The Vision 2020 Strategic Plan Objectives document was also reviewed. The document lists the assignment of the plan objectives to Shared Governance committees and serves as the requested update of the Shared Governance system. College Council members are working with the various committees and committee leaders on the objectives identified.

**Agenda Item V-B: INSTITUTIONAL REVIEW BOARD (IRB)**

Bud Kanyo, Ph.D., Associate Professor of English & Humanities provided an update on the development of an IRB. Dr. Kanyo has been working with Maggie Magoon, Ph.D., Dean of Health Sciences; William Reader, English and Humanities Faculty; Aileen Wernert, Nursing Faculty; and Scott Mertes, Ph.D., Dean of Liberal Arts, on this project. They have had discussions with CMU’s IRB and spoken with others at various campuses on the best practices.

There have been numerous requests to various employees on campus to conduct research on the college and the students. The college does not have a designated place to funnel these requests at this time. The development of an IRB will give the college a place for these requests. Board members who are interested in being a part of an IRB can contact Dr. Magoon.

**Agenda Item V-C: POLICY REVISIONS – FIRST READING**

The policy revisions for Board Policies 106 Non-Discrimination Policy, 304.03 Drug Abuse Prevention/Drug Free Work Environment, 304.04 Tobacco and 401.03 Committees were presented as an informational item, for the first reading of a change in Board policy. Action as a second reading will be at the May 3, 2016 Board of Trustees meeting.

Reasoning for the changes to Board Policy are below:

- **106 Non-Discrimination** - redraft the opening statements and bring the policy into compliance with the Department of Education and Office of Civil Rights regulations.
- **304.03 Drug Abuse Prevention/Drug Free Work Environment** – bring the policy into compliance with the Drug-Free Schools and Campuses Act (EDGAR Part 86).
- **304.04 Tobacco** - to include vapor and e-cigarettes in the policy statement, as they were previously omitted and are frequently used on campus.
- **401.01 Committees** – removal of the MTEC Board of Directors as it is no longer required by the State of Michigan and is now an advisory committee. Part of the change is to eliminate Appendix 1003 as it is part of this Board Policy and explains the State requirements of the MTEC Board of Directors.

**Agenda Item V-D: PURCHASE REQUESTS**

Director Lehr provided primary numbers for the annual computer purchase. Mr. Lehr explained to the Board that the college is evaluating the longevity of the computers in student computer labs and instead of switching computers our every four years, they are now replaced every five to six years. This year’s purchase will include approximately 121 computers and 2 servers. A portion of the new computers will be placed in the Library as these are high traffic student use computers. A formal request will be brought to the May Board of Trustees meeting.

Vice President Jankoviak presented the purchase request to replace the scissor lift for the automotive lab on the Harrison campus. The current scissor lift used in MMCC’s automotive lab is unsafe for use. The funding will come from the Perkins Grant. It was recommended the Board accept the low bid of $25,401.61 from Equipment Distributors.
A motion was made by Trustee Metzger to purchase the scissor lift from Equipment Distributors for $25,401.61. Seconded by Trustee Bay. All ayes; motion carried.

**Agenda Item V-E: RESOLUTION FOR ESTIMATED REVENUE**

Vice President Frick explained to the Board that the Resolution for Estimated Revenue is a requirement of the State of Michigan to identify projected revenue.

A motion was made by Trustee Kreckman to approve the Resolution for Estimated Revenue as presented. A roll call vote showed ayes from Trustees Kreckman, Bay, Metzger, Jacobson, Petrongelli, and Mussell with Trustee Allen absent.

The Resolution for Estimated Revenue was adopted by the Board.

**Agenda Item V-F: TUITION**

President Hammond reviewed the MMCC 2016-2017 Budget Preparation PowerPoint with the Board. The information provided showed MMCC’s 2016-2017 anticipated revenue and expenses including an estimated 5% enrollment decline for the 2016-2017 academic year. This estimated decline will reduce MMCC’s revenues by approximately 5.7%, due to the college’s heavy reliance on tuition as a funding source (72%).

A lengthy discussion took place concerning tuition rates, fixed numbers, and cuts to the budget which could affect staffing. In addition, there were discussions about the amount of credits each student takes. President Hammond stated an increase in the amount of credits a student takes could help improve the enrollment numbers as the average contact load for students is 8.5 credits. Bud Kanyo informed the Board that Guided Pathways would help students take more credits.

Trustee Bay asked those in attendance how students feel about tuition. Vice President Barnes and Vice President Miller stated that students tend to look at the whole picture including fees and books instead of just tuition. Dr. Miller also stated that the recent consulting report by STAMATS stated MMCC has low rates compared to universities in the area.

Discussions also took place concerning how financial aid and financial aid disbursement works.

President Hammond stated the College’s outreach to current students needs to be stronger. The college has approximately 700 students with 50 credits or more. Of these students, only 35% of them have applied for graduation. There is a need to reach out to those students to encourage them to complete their courses.

Trustee Bay feels that an important part of keeping the students in the classrooms is to help them with their self-esteem. Instructors are an important part in this process. Discussion took place concerning the new Accelerated Learning Program (ALP). The ALP is designed to help students who need a confidence boost and to help them move through their classes faster.

The trustees reviewed the tuition costs provided by President Hammond and discussed the pros and cons of each one.

A motion was made by Trustee Kreckman to set the tuition rates for the 2016-2017 academic year at $108 for in district, $196 for out district, and $338 for international and to increase the tech fee by $2 to $14 per contact hour. Seconded by Trustee Mussell. All ayes; motion carried.
Agenda Item VI-A: CALENDAR OF EVENTS

The Board Chair reviewed the calendar of events for upcoming months, an informational item.

A Student Showcase will be held on the Harrison Campus April 20 and on the Mt. Pleasant Campus April 21.

Agenda Item VI-B: OTHER BUSINESS

The Board Chair informed the Board of the upcoming commencement ceremony that will take place at Clare High School on Saturday, May 7 at 11 am and of the 2016 MCCA Summer Workshop that will take place in late July.

Trustee Petrongelli stated she received her Connections magazine earlier in the day and enjoyed reading it. There were a lot of interesting articles and she thanked those who put a lot of hard work in to making it a wonderful publication.

President Hammond thanked the Board for the panel discussion at the Professional Development day that was held on March 30.

Meeting adjourned at 8:49 p.m.

Recording Secretary,
Tonya Clayton
Exec. Asst. to the President and Board of Trustees

____________________________  ______________________________
Douglas A. Jacobson, Board Chair  Terry Petrongelli, Acting Secretary
GENERAL FUND REVENUE:
• The 2015-16 tuition and fee revenue budget is based on a six (6) percent enrollment decrease over 2014-15 levels. Fall 2015 enrollment reflected a 6% decline in billable tuition hours. Winter 2016 enrollment reflected a 4% decline in billable hours. Corresponding revenue accounts for 88% of the annual budget for 2015-16 tuition and fees revenue.
• State appropriations revenue for 2015-16 will be $4,790,600 per Public Act 85 of 2015. This represents a 1.6% increase over 2014-15. Additional state appropriations of $1,320,473 were allocated to MMCC for the UAAL funding and booked as receivable in December.
• Property tax revenue of $2,310,653 was levied and booked as revenue in December 2015.

GENERAL FUND EXPENSES:
• All departmental expenses are in line with 75% of the year elapsed with the exception of Institutional Administration which is only at 47% due to the timing of accounts receivable write-offs predominately stemming from return of Title IV funds.

INTER FUND TRANSFERS:
• Planned savings of $738,360 represents 9 months of the budgeted 3% planned savings for the 2015-16 fiscal year. Planned savings was reduced from 5% in prior years to 3% of total revenue for the current year.

GENERAL FUND REVENUE OVER EXPENSES:
• The total increase in net assets as of March 31, 2016 is $6.6 million. This excess, although $1.4 million below prior year levels, should be sufficient to fund operations for the balance of the 2015-16 fiscal year.

BALANCE SHEET:
• The cash balance increased $100,000 due to the influx of student financial aid for the 2016 Winter term which was offset by operating costs for the month.
• Short term investments remained constant for the month.
• The State Appropriations receivable of $2,762,808 represents the remaining 5 monthly payments of 2015-16 general and UAAL state appropriations.
• Student receivables decreased $600,000 due to federal financial aid applied to student accounts in March.
• The prepaid expense balance of $227,568 represents MMCC contributions to employee HSA accounts that will be earned during 2016 along with a few prepaid multi-year agreements.
• The balance due to other funds of $5.9 million can be broken down as follows:
  o $220,000 due to the designated student activities fund
  o $1.6 million due to the auxiliary services for sales
  o $27,000 due to the scholarship and grant fund
  o $6.2 million due to building and site for current and future college needs
  o $50,000 due from the foundation
  o $1.9 million due from the federal restricted fund for student financial aid
  o $279,000 due from the restricted grant fund

• The $1,068,325 in accrued payroll and other compensation includes expenses incurred but not paid as follows:
  o Accrued salary, wages and vacation of $187,000
  o FICA, Federal and State withholding of $51,000
  o MPSERS/ORP of $100,000
  o Health insurance payable of $73,000
  o Deferred faculty pay of $582,000
  o Unemployment payable of $26,000
  o Workers’ Compensation Insurance payable of $43,000
  o Miscellaneous payroll deductions

• A significant portion of the Unreserved Net Assets of $4.3 million represents funds set aside by the Board of Trustees to fund current and future college expansion needs.

AUXILIARY FUNDS:
• Total 2015-16 revenue for auxiliary services through March 31, 2016 is slightly behind prior year activity at 81% of the annual budget.
• Total expenses at 87% of the annual budget corresponds with auxiliary revenue.
• The excess revenue over expenses to date is $291,215. This help will offset the cost of operating the bookstore for the balance of the 2015-16 year.
### MID MICHIGAN COMMUNITY COLLEGE

#### BALANCE SHEET

March 31, 2016

<table>
<thead>
<tr>
<th><strong>Assets</strong></th>
<th><strong>Current Assets:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash and cash equivalents</td>
</tr>
<tr>
<td></td>
<td>Short-term investments</td>
</tr>
<tr>
<td></td>
<td>Property taxes receivable</td>
</tr>
<tr>
<td></td>
<td>State appropriations receivable</td>
</tr>
<tr>
<td></td>
<td>Student receivables</td>
</tr>
<tr>
<td></td>
<td>Other receivables</td>
</tr>
<tr>
<td></td>
<td>Inventories</td>
</tr>
<tr>
<td></td>
<td>Prepaid expenses and other assets</td>
</tr>
<tr>
<td></td>
<td>Due from (due to) other funds</td>
</tr>
<tr>
<td>Total</td>
<td>current assets</td>
</tr>
<tr>
<td></td>
<td>Long-term investments</td>
</tr>
<tr>
<td>Total</td>
<td>assets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Liabilities and Net Assets</strong></th>
<th><strong>Liabilities:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accounts payable</td>
</tr>
<tr>
<td></td>
<td>Accrued payroll and other compensation</td>
</tr>
<tr>
<td></td>
<td>Other payables</td>
</tr>
<tr>
<td></td>
<td>Planned savings</td>
</tr>
<tr>
<td>Total</td>
<td>liabilities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Net assets:</strong></th>
<th><strong>Reserved for:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Technology</td>
</tr>
<tr>
<td></td>
<td>Program development</td>
</tr>
<tr>
<td></td>
<td>Retirement incentives</td>
</tr>
<tr>
<td></td>
<td>Unreserved</td>
</tr>
<tr>
<td></td>
<td>Current year excess revenue over/(under) expenditures</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$12,883,475</td>
</tr>
</tbody>
</table>

**Total liabilities and net assets** | $14,169,454
MID MICHIGAN COMMUNITY COLLEGE
STATEMENT OF REVENUES, EXPENSES
For nine months ended March 31, 2016

<table>
<thead>
<tr>
<th>OPERATING REVENUES:</th>
<th>Current Fiscal Year</th>
<th>% of Budget</th>
<th>Prior Fiscal Year</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$15,780,607</td>
<td>88%</td>
<td>$16,748,384</td>
<td>100%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$115,451</td>
<td>92%</td>
<td>$103,832</td>
<td>48%</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>$15,896,058</td>
<td>88%</td>
<td>$16,852,217</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>$7,014,880</td>
<td>73%</td>
<td>$6,271,120</td>
<td>69%</td>
</tr>
<tr>
<td>Information technology</td>
<td>$1,187,460</td>
<td>64%</td>
<td>$1,090,572</td>
<td>82%</td>
</tr>
<tr>
<td>Public service</td>
<td>$301,069</td>
<td>65%</td>
<td>$286,069</td>
<td>80%</td>
</tr>
<tr>
<td>Instructional support</td>
<td>$2,035,097</td>
<td>79%</td>
<td>$1,728,961</td>
<td>69%</td>
</tr>
<tr>
<td>Student services</td>
<td>$2,047,187</td>
<td>65%</td>
<td>$1,878,253</td>
<td>69%</td>
</tr>
<tr>
<td>Institutional administration</td>
<td>$2,421,155</td>
<td>47%</td>
<td>$2,445,198</td>
<td>54%</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>$1,711,614</td>
<td>66%</td>
<td>$1,681,571</td>
<td>67%</td>
</tr>
<tr>
<td>MPSERS UAAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>$16,718,462</td>
<td>63%</td>
<td>$15,381,745</td>
<td>67%</td>
</tr>
</tbody>
</table>

| Operating income/(loss)               | $(822,404)          |             | $1,470,472        |             |

<table>
<thead>
<tr>
<th>NON-OPERATING REVENUES:</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State appropriations</td>
<td>$6,111,073</td>
<td>107%</td>
<td>$5,630,547</td>
<td>108%</td>
</tr>
<tr>
<td>Property tax levy</td>
<td>$2,310,652</td>
<td>100%</td>
<td>$2,288,213</td>
<td>100%</td>
</tr>
<tr>
<td>Investment income</td>
<td>$15,430</td>
<td>31%</td>
<td>$851</td>
<td>2%</td>
</tr>
<tr>
<td>Unrealized gain (loss) on investments</td>
<td>$10,934</td>
<td></td>
<td>$(188)</td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$4,679</td>
<td></td>
<td>$5,193</td>
<td></td>
</tr>
<tr>
<td>Transfers from other funds:</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Restricted grants</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Auxiliary services</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Prior Year GF Fund Balance</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Total Non-operating revenues</td>
<td>$8,452,988</td>
<td>105%</td>
<td>$7,924,616</td>
<td>105%</td>
</tr>
</tbody>
</table>

| Revenues over/(under) expenses       | $7,630,564          |             | $9,395,088        |             |

<table>
<thead>
<tr>
<th>Inter Funds Transfers</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planned Savings (Building &amp; Site)</td>
<td>$738,360</td>
<td>75%</td>
<td>$1,034,463</td>
<td>75%</td>
</tr>
<tr>
<td>Additional Savings (Building &amp; Site)</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Bond Debt Service (Building &amp; Site)</td>
<td>$31,100</td>
<td>10%</td>
<td>$35,375</td>
<td>12%</td>
</tr>
<tr>
<td>Restricted Grant Match</td>
<td>$242,565</td>
<td>51%</td>
<td>$325,426</td>
<td>72%</td>
</tr>
<tr>
<td>Total Transfer to Building &amp; Site</td>
<td>$1,012,025</td>
<td></td>
<td>$1,395,264</td>
<td></td>
</tr>
</tbody>
</table>

| Net increase (decrease) in Net Assets| $6,618,540          |             | $7,999,824        |             |
MID MICHIGAN COMMUNITY COLLEGE  
STATEMENT OF REVENUES, EXPENSES  
For nine months ended March 31, 2016  
AUXILIARY FUND

<table>
<thead>
<tr>
<th></th>
<th>Current Fiscal Year</th>
<th>% of Budget</th>
<th>Prior Fiscal Year</th>
<th>% of Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bookstore</td>
<td>$ 2,162,256</td>
<td>80%</td>
<td>$ 2,417,494</td>
<td>84%</td>
</tr>
<tr>
<td>Food Service</td>
<td>$ -</td>
<td>-</td>
<td>$ 15</td>
<td>-</td>
</tr>
<tr>
<td>Espresso Bar</td>
<td>$ 60,549</td>
<td>256%</td>
<td>$ 48,272</td>
<td>204%</td>
</tr>
<tr>
<td><strong>Total Revenue:</strong></td>
<td>$ 2,222,805</td>
<td>81%</td>
<td>$ 2,465,781</td>
<td>85%</td>
</tr>
</tbody>
</table>

| **EXPENSES:**        |                     |             |                  |             |
| Bookstore            | $ 1,791,501         | 88%         | $ 1,884,002      | 88%         |
| Food Service         | $ -                 | -           | $ -              | -           |
| Espresso Bar         | $ 50,425            | 83%         | $ 38,259         | 57%         |
| Auxiliary Services   | $ 89,663            | 80%         | $ 84,866         | 78%         |
| **Total Expenses:**  | $ 1,931,590         | 87%         | $ 2,007,127      | 86%         |

**EXCESS REVENUE OVER EXPENSES**  
$ 291,215  
$ 458,653
Mid Michigan Community College
Contributions
****March 2016****

<table>
<thead>
<tr>
<th>Scholarship &amp; Grant</th>
<th>Current</th>
<th>Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation</td>
<td>$ 120</td>
<td>$ 3,825</td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>$ 1,387</td>
<td>$ 340,439</td>
</tr>
<tr>
<td>Northern Tradition</td>
<td>$ 27,650</td>
<td>$ 49,450</td>
</tr>
<tr>
<td>Lakers Athletic Fund</td>
<td>$ 30</td>
<td>$ 325</td>
</tr>
<tr>
<td>Manning Ford Scholarship</td>
<td>$ 220</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Students of Promise Scholarship</td>
<td>$ -</td>
<td>$ 500</td>
</tr>
<tr>
<td>McDonald Scholarship</td>
<td>$ 40</td>
<td>$ 400</td>
</tr>
<tr>
<td>Grabmeyer Scholarship</td>
<td>$ 20</td>
<td>$ 361</td>
</tr>
<tr>
<td>IBT Brownson Scholarship</td>
<td>$ -</td>
<td>$ 45</td>
</tr>
<tr>
<td>Men's Basketball</td>
<td>$ -</td>
<td>$ 250</td>
</tr>
<tr>
<td>Women's Basketball</td>
<td>$ -</td>
<td>$ 650</td>
</tr>
<tr>
<td>Bicknell Scholarship</td>
<td>$ 25</td>
<td>$ 3,125</td>
</tr>
<tr>
<td>Lickly Chemistry Scholarship</td>
<td>$ 250</td>
<td>$ 500</td>
</tr>
<tr>
<td>Retirees Scholarship</td>
<td>$ -</td>
<td>$ 1,725</td>
</tr>
<tr>
<td>Mark Wilson Scholarship</td>
<td>$ -</td>
<td>$ 200</td>
</tr>
<tr>
<td>Janice Langdon Scholarship</td>
<td>$ -</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>Computer Info Systems Scholarship</td>
<td>$ -</td>
<td>$ 500</td>
</tr>
<tr>
<td>Visiting Scholar</td>
<td>$ -</td>
<td>$ 2,000</td>
</tr>
<tr>
<td>Myers Memorial Scholarship</td>
<td>$ -</td>
<td>$ 100</td>
</tr>
<tr>
<td>Golf Outing</td>
<td>$ -</td>
<td>$ 8,898</td>
</tr>
<tr>
<td>Misc Fundraisers</td>
<td>$ -</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>Delaine Jakubowski Scholarship</td>
<td>$ -</td>
<td>$ 155</td>
</tr>
<tr>
<td>Elizabeth J Horrocks CNA Scholarship</td>
<td>$ 800</td>
<td>$ 1,500</td>
</tr>
<tr>
<td>Gerstacker Fund</td>
<td>$ -</td>
<td>$ 30,000</td>
</tr>
<tr>
<td>Esther C. Haynack Memorial Scholarship</td>
<td>$ -</td>
<td>$ 100,187</td>
</tr>
<tr>
<td>Bob &amp; Rosemary Carter Scholarship</td>
<td>$ -</td>
<td>$ 1,000</td>
</tr>
<tr>
<td>McDonald Nursing Prog Enhc Scholarship</td>
<td>$ -</td>
<td>$ 75</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 30,614</strong></td>
<td><strong>$ 572,675</strong></td>
</tr>
</tbody>
</table>
TO: Board of Trustees  
FROM: Lori A. Fassett, Executive Director of Personnel Services  
SUBJECT: MMCC Staffing Update May 3, 2016 Board Meeting  
DATE: April 15, 2016

NEW HIRES:

Galen Miller – Adjunct Faculty/Allied Health  
Effective: 03/31/2016

Annette Sturdavant – Administrative Specialist: Tech Center  
Effective: 03/28/2016

Annette comes to us with 12+ years of clerical experience in a variety of roles in the education field. She holds an Associate Degree of Applied Science majoring in Office Systems Professional from Davenport University. Annette also has experience working on community service projects and looks forward to using her skillset and knowledge with the MMCC team.

NEW PART-TIME AND STUDENT EMPLOYEES:

Demetri Trice – Work Study (off campus)  
Effective: 02/08/2016

Brandi Valentine – Work Study (off campus)  
Effective: 03/17/2016

Elizabeth Gordon – Work Study  
Effective: 04/05/2016

Candi Kanyo – Custodian Sub  
Effective: 04/14/2016

Shelby Lawcock – LLS Test Monitor  
Effective: 04/14/2016

INTERNAL TRANSFERS:

Wendy Driver  
From: Sub Custodian  
To: F/T 3rd shift Custodian  
Effective: 03/28/2016

Sara Skornicka  
From: Financial Aid Customer Service Assistant (HA)  
To: Financial Aid Customer Service Specialist (MP)  
Effective: 03/28/2016

Martin Stack  
From: PT Director of International Program Services  
To: FT Director of International Program Services  
Effective: 04/01/2016

James Dinkens  
From: FT Custodian Mt. Pleasant  
To: FT Custodian Harrison  
Effective: 02/22/2016
SEPARATIONS:

Dara John – Adjunct Faculty Sociology  
Effective: 03/04/2016

Morgan Wenson – College Work Study  
Effective: 03/04/2016

VACANCIES:

Accounts Payable Clerk (Part-Time)  
Posted

Accounting Adjunct Faculty (Part-Time)  
Posted

Adjunct Biology (Bio & Anatomy/Physiology) (Part-Time)  
Posted

Adjunct Instructors at Huron ISD (Part-Time)  
Posted

Adjunct Medical/Surgical Nursing Clinical (Part-Time)  
Posted

Adjunct Mental Health Nursing (Part-Time)  
Posted

Adjunct Nursing Fundamentals (Part-Time)  
Posted

Adjunct Physical Geology (Part-Time)  
Posted

Adjunct Physical Science-Astronomy (Part-Time)  
Posted

Adjunct Sociology (Part-Time)  
Posted

Clinical Simulation Center (CSC) Assistant (Part-Time)  
Posted

English-Humanities Faculty (Full-Time)  
Posted

Evening Computer Lab Technician (Part-Time)  
Posted

HRA/HVAC Faculty (Full-Time)  
Posted

Financial Aid Customer Service Assistant (Full-Time)  
Posted

HRA Lab Technician (Part-Time)  
Posted

International Programs Consultant (Full-Time Temporary)  
Posted

Math Adjunct (Algebra & Developmental Math) (Part-Time)  
Posted

Pharmacy Technician Adjunct (Part-Time)  
Posted

Physical Therapist Assistant (Part-Time)  
Posted

Radiography Adjunct Instructor (Part-Time)  
Posted
Agenda Item IV-A: Policy Recommendation – Second Reading

Board Consideration: Action

Background:

The policy revisions for Board Policies 106 Non-Discrimination Policy, 304.03 Drug Abuse Prevention/Drug Free Work Environment, 304.04 Tobacco and 401.03 Committees will be presented.

Rational for each policy change is below and the policies with recommended changes are attached.

- 106 Non-Discrimination Policy – Suggesting that policy statement be redrafted (see attached proposed policy statement), to include opening statement with expectations, second paragraph to be the non-discrimination policy, and third paragraph will include the contact information for College’s Title IX and Civil Rights Coordinator, along with governmental contact information. Also, to bring policy into compliance with Dept. Of Education and Office of Civil Rights regulations which require:
  - Inclusion of pregnancy
  - Contact information for College’s Title IX and Civil Rights Coordinator (Names are not required, but positions are), along with contact information for Governmental Agencies
  - Do not need to list out each Act, rather that MMCC adheres to the applicable State and Federal equal opportunity laws and regulations
  - Not required, in policy statement, to state where Non-Discrimination policy is located/published – we must publish the statement and can do so through website, in printed materials, applications, catalogs, recruitment materials, etc.

- 304.03 Drug Abuse Prevention/Drug Free Work Environment - To bring the policy into compliance with the Drug-Free Schools and Campuses Act (EDGAR Part 86) which requires institutions of higher education to have a:
  - Statement that MMCC prohibits possession, use, distribution, and unlawful manufacture of illegal drugs, narcotics or controlled substances on MMCC’s campuses
  - Statement of responsibility for Students, Faculty, and Staff to be aware of the policy and expected behavior
  - Statement that under Michigan Law the dispensing, selling or supplying of drugs or alcohol to any person under the age of 21 is prohibited
  - Statement that Students, Faculty, and Staff may not unlawfully manufacture, consume, possess, sell, distribute, transfer or be under the influence of alcohol, illicit drugs, or a controlled substance on College property, at College-related events, while driving a College vehicle or while otherwise engaged in College business
  - Definition of what is considered “college property”
  - Prescription Drug statement/responsibility

- 304.04 Tobacco - To include vapor and e-cigarettes in the policy statement, as they were previously omitted and are frequently used on campus and it is hard to distinguish between a vapor or e-cigarette and an actual cigarette.

- 401.02 Committees – removal of the MTEC Board of Directors as it is no longer required by the State of Michigan. Eliminate Appendix 1003 as it is part of this Board Policy.

Recommendation:

It is recommended the Board approve the policies as presented.
Non-Discrimination Policy

[ LAST APPROVED September 1, 2015]

Mid Michigan Community College is dedicated to providing a safe and healthy environment that is nondiscriminatory in nature and in which all individuals are treated with respect and dignity. Interactions between members of the campus community should be centered on integrity and mutual respect so that each member may fully experience and benefit from the opportunities the College provides.

Mid Michigan Community College does not discriminate on the basis of sex, age, race, color, ancestry, national origin, gender, disability, marital status, religion, veteran status, sexual orientation, gender identity and/or gender expression, or any other legally protected characteristic, in its education programs or activities in accordance with federal and state civil rights laws, including, but not limited to Title VI of the Civil Rights Act of 1964, Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title II of the American with Disabilities Act, the Age Discrimination in Employment Act of 1967, and the Age Discrimination Act of 1975.

This policy applies to employees, students, and the general public. The College’s policy on non-discrimination is available at the College, published in any College statement regarding the availability of educational services, and in the student and staff handbooks. If you have any questions regarding the college’s discrimination policy or want to file a complaint, please contact the Mid Michigan Community College Civil Rights/Title IX Coordinators at TitleIXCoordinator@midmich.edu.

prohibits any form of discrimination against any person on the basis of race, color, religion, sex, gender identity or expression, pregnancy, age, sexual orientation, marital or parental status, national origin, citizenship, disability, military or veteran status, or any other legally-protected status, in the administration of and access to the College’s programs and activities and in conditions of admission or employment. Mid Michigan Community College is committed to and adheres to the principles of all applicable state and federal equal opportunity laws and regulations for its students, faculty, staff and applicants for admission and employment.

Inquiries and complaints related to harassment or discrimination may also be directed at any time to the Michigan Department of Civil Rights at www.michigan.gov/mdcr or the Office of Civil Rights (OCR) at (800) 421-3481 or OCR.Cleveland@ed.gov.

Questions and complaints concerning Title IX of the Education Amendments of 1972, including the College’s response to sex discrimination and sexual and gender-based harassment, may be referred to the Title IX Coordinator and/or the United States Department of Education:

Title IX Coordinator
Executive Dean of Student and Academic Support Services
1375 S. Clare Ave.
Harrison, MI 48625
(989) 386-6622 ext. 236
kbarnes@midmich.edu
Office for Civil Rights
Cleveland Office
U.S. Department of Education
1350 Euclid Avenue, Suite 325
Cleveland, OH 44115
Telephone: (216) 522-4970; Facsimile: (216) 522-2573
Email: OCR.Cleveland@ed.gov

Questions and complaints concerning other forms of discrimination in the educational or employment areas may be referred to the Civil Rights Coordinator and/or the United States Equal Employment Opportunity Commission:

Civil Rights Coordinator
Executive Director of Personnel Services
1375 S. Clare Ave.
Harrison, MI 48625
(989) 386-6692
lfassett1@midmich.edu

United States Equal Employment Opportunity Commission
Detroit Field Office
Patrick V. McNamara Bldg.
477 Michigan Ave.
Detroit, MI 48226
Telephone: (800) 669-4000; Facsimile: (313) 226-4610
304.01 Alcoholic Beverages

[LAST APPROVED November 3, 2009]
Alcoholic beverages may only be allowed on campus with approval of the Board of Trustees. The Gillaspy Center, when used as the President’s residence, will be a specific exception to the policy.

304.03 Drug Abuse Prevention/Drug-Free Work Environment-Alcohol and Other Drugs

[LAST APPROVED November 3, 2009]
The College shall provide a drug-free workplace and learning environment for employees and students in compliance with the Federal Drug-Free Workplace Act of 1988.

The Board of Trustees prohibits the unlawful manufacture, distribution, dispersion, possession or use of controlled substances in its buildings negatively impacting employees' workplace and students' learning environment.

The Mid Michigan Community College Board of Trustees prohibits the possession, use, distribution, and unlawful manufacture of illegal drugs, narcotics or controlled substances on MMCC's campuses. Alcohol is prohibited on campus except when a written Exception Request is submitted for consideration and is approved by MMCC’s Board of Trustees. It is the responsibility of each student, faculty, and staff member to be familiar with the provisions of this policy and also the State of Michigan laws as they pertain to alcohol and drug use and abuse. The College’s Alcohol and Other Drug Policy places responsibility for individual and group conduct on the individuals who use drugs and consume alcohol. Using drugs and drinking alcoholic beverages are not excuses for irresponsible behavior. Individuals and groups are held accountable for their behavior whether or not they have consumed drugs or alcohol.

Michigan law prohibits the dispensing, selling or supplying of drugs or alcohol to any person under the age of 21. Students, faculty, staff and visitors to the College may not unlawfully manufacture, consume, possess, sell, distribute, transfer or be under the influence of alcohol, illicit drugs, or a controlled substance on College property, at College-related events, while driving a College vehicle or while otherwise engaged in College business. College property includes all buildings and land owned, leased, or used by the College; motor vehicles operated by employees, including personal motor vehicles when used in connection with work performance on behalf of the College.

Any person taking prescription drugs or over-the-counter medication is individually responsible for ensuring that while taking the drug or medication, he/she is not a safety risk to themselves or others while on College property, at College-related events, while driving a College or privately owned vehicle while engaged in College business. It is illegal to misuse prescribed drugs contrary to the prescription; give or sell the prescribed drug(s) to another person.

Employees who are convicted of a drug violation in the workplace as defined by the Drug-Free Workplace Act of 1988 shall be subject to disciplinary action in accordance with state and federal statutes and the College's policies and procedures. Disciplinary action may result in penalties up to and including discharge.
As a condition of employment, employees will be expected to abide by this statement and notify the Executive Director of Human Resources of any criminal drug statute conviction for a violation occurring in the workplace within, and not later than, five days after such conviction.

For employees engaged in federal grants, the College shall notify the appropriate federal agency of such conviction within ten days of receipt of notification as required by the Act.

The College shall provide to employees and students information, literature, and supportive services to inform them of the dangers of drug abuse and provide assistance and referral if a problem exists.
304.04 Tobacco

[Last Approved December 4, 2012] Effective August 6, 2013

To promote the health and well-being of its students, faculty and staff, and reduce involuntary exposure to second hand secondhand smoke; the College has established a smoke and tobacco free environment. Smoking and/or the use of any tobacco products, vapor or e-cigarettes is prohibited within or outside of all facilities, vehicles, and grounds that are owned, leased or operated by Mid Michigan Community College. No designated areas will be provided by the college for smoking or the use of tobacco products, vapor or e-cigarettes. Students, faculty, staff and visitors may continue to smoke and/or use tobacco products, vapor or e-cigarettes in their personal vehicles when attending class, working or visiting any MMCC campus location.
401.02 Committees

[LAST APPROVED November 3, 2009]

In addition to any committees prescribed by employee contracts, the College shall establish and maintain the following committees/boards until such time as dissolved by action of the Board of Trustees. Membership requirements may be found in the Policy Appendices. A committee structure to allow for the engagement of and input from members of the College community. Advisory Committees shall be maintained for all credit-bearing occupational programs.

A. The MTEC Center Board of Directors

B. Advisory Committees for all credit-bearing Occupational Programs

The President shall convene such standing and/or ad hoc committees as needed to effectively conduct the business of the College.

Appendix 1003
M-TEC BOARD OF DIRECTORS

[LAST APPROVED November 3, 2009]

A. Purpose:
To ensure that the College’s Technical Training Center will meet the needs of area business and industry by providing relevant high skill training services that meet and exceed industry standards a Technical Training Center Board of Directors is hereby established to provide oversight for planning and operations.

B. Membership:
A minimum of fifteen (15) Board of Directors members will be appointed by the College Board of Trustees. A minimum of ten members will represent the employer and labor communities of the trades for which training is provided in the Center. One member shall be a public school superintendent whose district boundaries overlap Clare County’s designated Enterprise Community, one member shall be a representative of Region 7B’s Workforce Development Organization, one member shall be a representative of a local economic development agency, one member shall be a representative from one of the area’s Chamber of Commerce and finally, one member shall be a representative of Clare County’s Enterprise Community Board of Directors.

C. Ex-Officio Membership:
If the Board of Trustees would like one or more of its members to serve in an ex-officio capacity on the Center’s Board of Directors, the appointments(s) will be made by the Chair of the Board of Trustees. Ex-officio appointments of the College’s staff will be made by the President, who will serve in an ex-officio capacity on the Board of Directors.

D. Meeting Schedule:
The Board of Directors shall meet at least six times yearly on an every other month schedule at a day, time and location determined by the Directors.

E. Duties and Responsibilities:
1. Regularly analyze the region’s employment needs to ensure alignment of high skill employment opportunities and training services provided.
2. Determine the programmatic focus and training services to be offered.
3. Regularly evaluate the effectiveness of the training provided by the Center—Evaluation must include data on participant and employer satisfaction with training and supportive services.
4. Recommend strategies for marketing the Center.
5. Recommend an annual operational budget for the Center.
6. Participate in the selection of faculty and administrators to be employed by the Center.
7. Regularly evaluate the specific training provided to ensure it meets industry standards and that it is aligned with the credentialing standards of the specific trades.
8. Provide guidelines/policy recommendations for the Center’s operation—e.g.: annual schedule, hours of operation, etc.
9. Other tasks and activities as needed to ensure the Center’s effectiveness and operational success.
10. Provide regular reports on the Center to the Board of Trustees.
Agenda Item V-A: Correspondence and Announcements

Board Consideration: Information

Background:

- Letter from Kevin Cotter concerning MMCC’s State Funding.
- *Sending the right signals* article from the AACC Community College Journal.
- Capital Outlay Project Update. See attached letters.
- Announcements may be made at this time.

Recommendation:

None.
April 14, 2016

Dr. Christine Hammond  
Mid-Michigan Community College  
Harrison, MI 48625  

Dear Dr. Hammond,

Thank you for contacting my office regarding Mid-Michigan Community College’s state funding. I appreciate the work that you and your college provide for our community.

As you may know, the House of Representatives has recommended a 3.68% increase, the executive budget proposed 2.8%, in this year’s budget for community college appropriations. This is over $3 million dollars of additional funding over the executive recommendation. Additionally, the House has proposed modifying the performance funding formula based on recommendations put forward by the Michigan Community College Association. Our chamber is also working on securing $3.7 million in new funding to cover liabilities that community colleges incur from the Michigan Public School Retirement System (MPSERS).

Please know that many of these budget items are subject to change during the budget process. My colleagues and I in the House are working hard to ensure that we put forward a fair and equitable plan for Michigan’s community colleges. I will keep your concerns regarding Mid-Michigan’s allocation amount in mind during the remainder of the budget process.

Again, thank you for contacting me with your concerns about Mid-Michigan Community College’s state funding. If I can be of any further help to you regarding this issue or any future questions, please do not hesitate to contact me or my office.

Sincerely,

Kevin Cotter  
Speaker of the House  
99th District  

KC: sl
Sending the right signals

By Tabitha Whissemore

Twenty community colleges will work together over 18 months to develop a transparent, integrated credentialing system. The colleges are part of the Right Signals initiative, headed by the American Association of Community Colleges (AACC) with funding from Lumina Foundation.

There's been talk for years about the need for a unified credentialing system—something to help students understand what training they need to get the job they want, and help employers better understand a person's skills and knowledge. The selected colleges will collaborate with employers and engage faculty in designing and implementing "holistic and coordinated sets of interlocking pathways that can be enacted program and collegewide," according to AACC.

Lessons from the colleges will be shared throughout the community college sector.

Colleges selected to participate are College of Lake County (Ill.), Columbus State Community College (Ohio), Community College of Baltimore County (Md.), Eastern Iowa Community College, Gateway Community and Technical College (Ky.), Gateway Technical College (Wis.), Kirkwood Community College (Iowa), LaGuardia Community College (N.Y.), Lone Star College (Texas), Madison Area Technical College (Wis.), Metropolitan Community College (Mo.), Miami Dade College (Fla.), Mid Michigan Community College, Mississippi Gulf Coast Community College, North Central State College (Ohio), Polk State College (Fla.), Rio Salado College (Ariz.), Seward State Community College (Kan.), South Seattle College (Wash.) and South Central College (Minn.).

The colleges gathered for their first meeting in late March.

CONTINUING PROGRESS

For North Central State College (NCSC), being part of this initiative is an opportunity to build on its current work aligning credentials. The college serves about 3,000 students per semester and is the largest public college within 50 miles, meaning area employers depend on NCSC to train current and future employees.

NCSC offers several noncredit credentials, including the Industrial Readiness Training (IRT) program and various sections of integrated systems technology training. For-credit certificate programs train people for jobs in health sciences, manufacturing, information technology and more.

“The college has engaged employers in the regions to make all diverse credentials understandable, useful and accepted,” says NCSC President Dorey Diab.

The college also has created career and education pathway maps and other supports that help students earn credentials faster. NCSC uses both prior learning assessment and competency-based education to award credit for skills mastery and demonstrated expertise.

A goal for NCSC—as part of Right Signals—is a regional credential framework established in collaboration with the Regional Manufacturing Coalition. It would be a model that can be duplicated nationally, "especially in small and rural communities," Diab says.

USING AVAILABLE RESOURCES

Mid Michigan Community College (MMCC) offers 25 associate degrees, eight certificate programs and seven training credentials. The college focused on aligning those credentials in 2012 when it revised and aligned its overall degree structure.

The college uses Lumina Foundation’s Degree Qualifications Profile (DQP) as a framework for assessment. In 2015, faculty and administrators also worked with a “tuning coach” through the National Institute for Learning Outcomes Assessment. The opportunity “fostered dialogue about the intersection of competencies in general education and career-focused courses,” says MMCC President Christine Hammond. The college is actively engaged in local and regional networks of civic, industry and educational leaders.

The successes are adding up for MMCC. The redesign of the heating/refrigeration/air conditioning (HRA) program is just one example of a credentialing program that meets students’ and employers’ needs. Two short-term credentials were created—one focused on heating and electricity, and the second on refrigeration and air conditioning. Instructors were able to focus and sequence student learning, resulting in increased program retention and completion.

"While much has been achieved, much work remains," says Hammond.

With the Right Signals initiative, the college plans to strengthen existing mechanisms for evaluating and granting credit for non-instructional experience—non-traditional credit, military credit and credit by exam—and negotiate the inclusion of such credit in its articulation agreements with four-year institutions.

North Central State College President Dorey Diab (left) tours the robotics lab at the Kehoe Center for Advanced Learning with Ohio Department of Higher Education Chancellor John Carey.
Greetings!

It is my intent to approve capital outlay projects in time to be included in the 2017 Appropriations budget. Normally committee meetings are held to hear testimony from community colleges and universities prior to approval. However, due to extenuating circumstances regarding the timeline for the full Appropriations Committee, the Joint Capital Outlay Subcommittee will not be able to accommodate such testimony. I am still committed to hearing from each school that has submitted capital outlay projects, and therefore, request that community colleges and universities that have not yet testified in committee this year submit written testimony about your project to the Clerk at mcarnagie@house.mi.gov by April 27. Any testimony received will be distributed to all committee members for their consideration.

Thank you for your cooperation in helping to move the capital outlay process forward.

Sincerely,

Nancy Jenkins
Chair, Joint Capital Outlay Subcommittee
April 26, 2016

The Honorable Nancy Jenkins  
Chair, Joint Capital Outlay Subcommittee  
Michigan House of Representatives

Dear Representative Jenkins:

Thank you for the opportunity to provide written testimony regarding the Capital Outlay request of Mid Michigan Community College (MMCC).

Although MMCC was not selected to be among the Governor’s top projects, I hope that the Subcommittee will reconsider our request and authorize funding for critical improvements to our Harrison campus. **MMCC’s Capital Outlay proposal aligns with each of the evaluation criteria** identified by the State and, in addition, supports the legislature’s efforts to enhance CTE and dual enrollment opportunities for students in our region. Let me briefly summarize:

1. **Impact on job creation.** MMCC seeks funding to upgrade facilities for use by the Clare/Gladwin CTE programs which are located on our campus and surrounding areas used by our current students. The proposed classroom renovations would improve safety and accessibility enabling expansion. **Career and Technical Programs that ladder into Certificates and Associate degrees provide valuable workforce training.** Clare-Gladwin counties, which comprise the service districts of the College and the RESD, do not have a Vocational/Career Technical Center like most other RESD/ISD sites. Thus, this project would achieve not only the statutory criteria identified by the State Budget Office (MCL 18.1242), but also support a **seamless talent pipeline from high school to community college.** More than 300 high school students and 1000 MMCC students would benefit from the proposed renovations which also include enhanced space for the library and tutoring services. Before they can enter nursing, computer science, industrial design, manufacturing, or any other field, these students must have support to master foundational knowledge and skills.

2. **Impact on core mission.** MMCC’s request would renovate spaces prominently located at the front of our main building, an especially important area to the effective functioning of the
The project will connect the currently disjointed student support functions for essential services such as assessment, testing, tutoring, and supplemental instruction. In addition, it renovates and connects six classrooms, a large lecture hall, and the RESD culinary instruction area, allowing for safer access across a wing of the building currently interrupted by a driveway. This is especially important to improve bus drop locations and safe entrances for younger students. The classrooms will be used for CTE, dual enrollment, traditional college classes, and evening corporate and community education classes. These renovations demonstrate an investment in existing facilities and infrastructure, correct safety and access issues; improve efficiency, and foster an integration of career development from high school through college.

3. Investment in existing facilities and infrastructure. Mid Michigan Community College’s Harrison campus was constructed in 1968. This proposed project renovates a part of the original 1968 structure as well as a part of a 1976 building addition. The areas have been well-maintained over the years but are insufficient in size, inefficient in the use of energy, and not conducive (in configuration or lighting) for quality instruction. Installed in 1976, most of the electrical distribution equipment has reached its expected life. It is a mixture of fair and poor conditions and does not provide for energy efficiency or best light quality for instructional purposes. The Facilities Conditions Assessment identifies an estimated $1,208,415 in maintenance repairs that should be done in the project area in the next three to five years.

4. Life and safety deficiencies. This project incorporates barrier free seating and access to the College’s large lecture hall. In addition, a new entrance would improve safety for students who currently enter the building from a cross-traffic area where buses deliver the CTE and dual enrollment students.

5. Occupancy and utilization of existing facilities. The College monitors its use of space for maximum benefit and is exceptionally efficient. Its 2014-15 state appropriation per FYES was the fourth lowest allocation among all community colleges in the state. However energy costs, driven in part by the inefficient areas like the one in this proposal, are $1.1342 per cubic ft., the highest among all small community colleges in the state and fourth highest among all 28 community colleges. The project area serves a significant number of students in a fractured environment. The ability to share staffing
resources and physical space would be beneficial to the college and the students. In the last academic year, more than 2000 students were served by its learning support services and more than 300 CTE and dual enrollment students took classes in this building.

6. **Integration of sustainable design.** MMCC’s operating philosophy encourages engineering all renovation and **new construction projects to the highest appropriate level of energy efficiency with emphasis placed on LEED requirements.** Examples specific to this project include high efficiency window glazing and building envelope design. The replacement of inefficient air handlers with new high efficiency units will help reduce future energy costs.

7. **Estimated cost.** The total cost of the project is estimated at $12,658,415 and the requested share from the state is **$6,329,208. (Less than $10M)**

8. **Institutional support.** **College match resources exist within the Building & Site fund balance.** Such funds are designated and allocated for future college needs by the Board of Trustees on an annual basis as excess operating funds are identified. It would also be possible for the College to bond this project.

9. **Estimated operating costs.** It is anticipated that the **savings generated** by replacing old inefficient systems with new high efficiency models **will offset the additional cost to heat** and cool the renovated space. There will be increased cleaning costs associated with the increased square footage but these funds will be identified in current operating budgets.

Once again, thank you for the opportunity to provide this evidence of the value of our proposal.

We hope to hear that the legislature has reconsidered the assessment of the Governor’s staff and will support new growth in our College and our region.

Sincerely,

Christine M. Hammond, Ph.D.
President
April 28, 2016

The Honorable Nancy Jenkins, Chair
Subcommittee on Joint Capital Outlay
Michigan House of Representatives

Dear Representative Jenkins,

I am writing in regards to Mid Michigan Community College’s capital outlay request which was not included in the Governor’s recommendation for the FY 2017 state budget.

As the attached letter from President Christine Hammond, which you may have already received, outlines, MMCC’s proposal aims to upgrade facilities used by both the College and the Clare-Gladwin RESD for career and technical programs which progress into certificate and associate degree programs to provide valuable workforce training. Dr. Hammond projects that over 300 high school and 1,000 college students would benefit from this project immediately upon completion.

This project would also have a positive impact on the College’s efficiency. Parts of the campus are between 40 and 50 years old and are no longer operating at peak efficiency. Though well-maintained, most of the electrical system has reached the end of its lifespan, and these areas of the physical plant are not sufficient in size nor well-suited for quality instruction. Emphasis would be placed on meeting LEED requirements, especially with window glazing and air handling. Upgrading to more energy efficient systems will also reduce the College’s operating costs, freeing up resources for better use for students (present energy costs per cubic foot are the fourth-highest among the state’s 28 community colleges).

Mid Michigan Community College is a tremendous asset with its campuses in Harrison and Mt. Pleasant which serves students there and beyond. MMCC is very efficient with their budget and have accomplished very much for our students with very low state funding. This state investment would help the College continue to provide quality education, especially in areas that I and our state are particularly focused on like career and technical education. Harrison has been chosen by Governor Snyder as a “Rising Tide” community, and this project on the Harrison campus would certainly help MMCC increase their ability to continue to raise the tide for many more boats moving forward.

Warm regards,

Joel Johnson
State Representative
97th District

cc: Senator Darwin L. Booher
President Christine Hammond, MMCC
Agenda Item V-B: *A Northern Tradition* Update

Board Consideration: Information

**Background:**

Vice President Miller will provide the Board with an update on the 2016 *A Northern Tradition* fundraising event that took place on April 24.

**Recommendation:**

None.
Agenda Item V-C: Humane Animal Treatment Society (H.A.T.S) Event

Board Consideration: Action

Background:

The Humane Animal Treatment Society (HATS) has requested use of the Mt. Pleasant facilities for an event on May 14, 2016. They are requesting to serve alcohol at this event. In accordance with Board Policy 304.01 Alcohol Beverages – Alcoholic beverages may be allowed on campus with approval of the Board of Trustees.

Recommendation:

It is recommended the Board approve the request to allow The Humane Animal Treatment Society (HATS) to have alcoholic beverages on the Mt. Pleasant Campus for their event May 2016.
Agenda Item V-D: 2016 Plante Moran Engagement

Board Consideration: Information

Background:

In February 2015, the Board approved a three year proposal from Plante Moran for audit services. The total audit fees for the fiscal year 2015-16 are $55,440 as follows:

- Annual financial audit, including financial aid: $50,490
- Preparation of the Form 990 for MMCC Foundation: $2,450
- GASB 68 work: $2,500

The above costs for 2015-16 represent a 2% increase for the financial audit and the Foundation 990 work while the GASB 68 cost actually decreased $1,500.

College administration will execute the engagement letter with Plante Moran for the required 2015-16 audit services.

Recommendation:

None.
Agenda Item V-E: Security Services

Board Consideration: Information

Background:

President Hammond and Vice President Frick will lead a discussion concerning Security Services on campus. Recently, a Request for Proposals was sent out soliciting bids for security services. The bid from Whelan Security is attached for review.

Recommendation:

None.
Proposal for Security Services:
RFP Contract Security Services

Presented to:
Mid Michigan Community College
Harrison, MI

Submitted by:

Derrick C. Babcock
Business Development Manager
Whelan Security
26555 Evergreen Road; Suite 880
Southfield, MI 48076
Lillian Frick  
Vice President for Finance and Administration  
Mid Michigan Community College  
1375 S. Clare  
Harrison, MI 48625

Dear Vice President Frick:

Founded in 1949 in St. Louis, Whelan Security has enjoyed a rich heritage of service excellence for over 67 years of family ownership. While other security companies have merged, consolidated, downsized or sold, Whelan is still owned by the same family and driven by the same principles of integrity and conservative business ethics that date back to founder James T. Whelan. For the last decade, we have been one of the fastest growing firms in the industry with current annual revenue of $165M, 7000 employees and 800 clients in 50 markets coast to coast, and yet our growth remains organic - one client and one employee at a time.

We sincerely appreciate the opportunity to present our capabilities to the Mid Michigan Community College and your serious consideration of Whelan as your security partner. We trust that this proposal will demonstrate our ability to deliver a significant return on your security investment.

After six decades in business and three generations of family ownership, one thing has never changed at Whelan as we have grown from a local to regional to nationally recognized firm - our people make the difference. We pride ourselves in a family culture built around our core Mission and Values. To fully grasp the scope of our culture (aka “our secret sauce”), business philosophy and competitive differentiators, please read the “Why Whelan?” and “Company Mission and Values” sections of the proposal. In addition, you will also discover that high quality service features permeate our core security program, including our 10-Star Processes of Employee Selection, Benefits and Training & Development, our Learning Management System, and our eHub Client Portal.

Thank you again for your evaluation of Whelan Security. If you have any questions about our service capabilities, please do not hesitate to give me a call at (248) 306-9076.

Best Regards,

Derrick Babcock  
Business Development Manager
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Why Whelan?

With $165M in annual revenue, 7,000 employees and 800 clients in 50 markets coast to coast, we are exactly who we want to be at Whelan Security – a third generation, family-owned boutique firm and one of the smallest national contract security companies in the industry. We are large enough to service and provide the necessary resources for contracts of any size, but small enough to maintain personal relationships and active involvement at the contract level from our senior management team to ensure the delivery of world-class service.

We are often asked about the secret of our success (“our secret sauce”) or what has differentiated us in a highly fragmented and crowded industry. While we could speak to topics addressed throughout this proposal (including our creative recruiting strategy, rigorous selection process, exhaustive training and professional development programs, comprehensive employee benefits, industry-leading QA program, robust technology platform or great leadership), the answer is much simpler – easy to explain but sometimes difficult to grasp. Our secret is the unique culture of our family business – one that offers distinctive benefits to employees and customers alike.

Inherent strengths of a family business include a caring environment, a long term perspective, stable leadership, a strong identity based on shared objectives, meaningful traditions and deeply rooted family values. Family businesses tend to care more than others about the long term value of the brand and creating a sustainable legacy through a commitment to core values that cascade throughout the organization. In addition, family businesses foster closer contact with management, deeper relationships, and operate with less bureaucracy. In our company, we often speak about an inverted organizational chart and servant leadership, and we mean it!

At Whelan, we have a strong commitment to quality service, but an even stronger commitment and deep compassion for the care and concern of our employees. It is a culture dedicated to employee engagement, servant leadership, and the promise of delivering outstanding customer service. It is a culture in which the expectation is that security officers feel a genuine sense of belonging and a genuine sense of fulfillment for their contributions. We value people, we value development and we value strong, open and transparent relationships.

Founded in 1949 in St. Louis, Whelan Security has enjoyed a rich heritage of service excellence for 67 years. While other security companies have merged, consolidated, downsized or sold, Whelan is still owned by the same family and driven by the same principles of integrity and conservative business ethics that date back to founder James T. Whelan. For the last decade, we have been one of the fastest growing firms in the industry, and yet our growth remains organic - one client and one employee at a time. Technological innovation and a performance-based business model epitomize our forward thinking organization, and yet we offer the historical stability of a company that has been in business since 1949. A credentialed and experienced leadership team promotes our conservative business values and employee-centric culture. These are just a few of the characteristics that describe Whelan Security.
Hallmarks of Whelan Security

Over the years, security companies have been challenged to do two things – differentiate themselves from one another and establish world-class service levels. At Whelan, we believe there are five hallmarks of our company that differentiate us from our competitors and create an opportunity for us to provide unique, world-class service. These hallmarks are derived from third party surveys of our clients and represent the characteristics that our client promoters indicated they most appreciate about Whelan – so these don’t come from marketing, but rather directly from client opinion surveys. The relevance and importance of these five hallmarks have also been validated by the most recent IOMA Security Guard Firm Ratings and Benchmarks Report and Whelan Core Values.

Hallmark #1 – Management Responsiveness and Professionalism

The IOMA Benchmark Report rates responsiveness as the single most important issue in its Client Criticality Rating. Responsiveness and professionalism of our staff are also rated as the top two attributes our clients most appreciate about Whelan according to our client surveys. We believe responsive service with a real sense of urgency can only be delivered through great leaders, which is why “leadership” is one of our 10 core values on the Mission and Values Card carried by all of our employees. Averaging approximately 20 years of industry experience, our team of security management professionals creates great relationships with our clients and employees and responds proactively to their individual needs.

What does this mean to our customers?

- Proactive management with a real sense of urgency
- Highly qualified branch, region and corporate level support
- Great customer service

Hallmark #2 – Great Security Officers

In an industry that often ignores front-line employees, Whelan views our employees as our most important asset and sustainable competitive advantage. “Respect,” “loyalty,” and “empowerment” are 3 of our 10 core values because we proudly acknowledge that our product is people. We support and equip our people through a management culture of servant leadership and faith in the inverted organizational chart, through which front-line employees are at the top of the chart, and all supervisors, managers and executives support UP to the most important person – the security officer. We believe that true success and world-class customer service is achieved and delivered through highly engaged employees who represent Whelan and our clients more professionally than security personnel in other companies. Research shows that engaged employees are 27% less likely to miss work, 51% less likely to turnover, 62% less likely to have a workplace accident and significantly more likely to deliver great customer service.

At Whelan, our employee-centric culture makes the big difference but we also recognize that our core service delivery programs of employee selection and development are key components to
creating engaged employees. Our 10-Star Screening Process administered through our Talent Management System is among the most rigorous and stringent in the industry. It is not easy to get a job with Whelan for a reason. Our 10-Star Training Program delivered through our Whelan Academy of Professional Development is thorough and comprehensive. From employee recognition programs to employee opinion surveys to internal advancement opportunities to our Learning Management System, all of our programs are designed to create engaged employees. In support of this hallmark, industry-wide buyers in the IOMA Benchmark Report rated employee background checks and stability of personnel as the 2nd and 3rd most critical issues, while the surveys of our clients indicated that professionalism and quality of personnel is the 2nd most critical area to them.

What does this mean to our customers?

- Servant leadership from Whelan management to our security personnel
- Highly motivated and qualified site security personnel
- Confidence in the integrity of our hiring and training processes
- Great internal and external customer service

**Hallmark #3 – Flexibility and Customization**

At Whelan, we will always advise of the benefits of standardization in order to drive efficiency, cost-effectiveness and consistency, but as a privately-held company who answers only to our clients and our employees as opposed to stockholders, money managers or parent companies, we have the ability to provide highly customized services that are unique among larger security firms. The IOMA Benchmark Report rates the attributes of flexibility and customization as the 5th and 7th most important issues to buyers of contract security services. Whelan clients ranked our agility, flexibility and willingness to customize our program to fit their constantly changing needs as the 3rd characteristic they most appreciate about Whelan in the surveys. The largest national and global firms simply can’t do this because of their bureaucracy. Whelan clients never have to settle for a cookie-cutter, one-size-fits-all program. In fact, our core service deliverables often become differentiators because of the way we can customize recruiting, training and technology programs. This is the reason “flexibility” is one of our 10 core values.

What does this mean to our customers?

- Ability to quickly adapt to meet your changing needs
- Efficiency through standardization
- Specific solutions rather than general solutions
- Great customer service
Hallmark #4 – Performance-Based Business Model

Two of the company values on our Mission and Values Card are “quality assurance” and “results.” According to the IOMA Benchmarks Report, the attributes of performance, quality assurance and continuous improvement all rank within the 10 most critical issues to buyers of our services (4th and 9th). Security firms were rated lowest in the same report in their ability to “develop meaningful and concrete ways to measure contract performance,” so this is an area that is not only important to clients but also needs improvement from an industry-wide perspective. We believe customers are seeking complete transparency in their partnership with their contract security firm, and we are proud to say that Whelan has always been an industry innovator and leader in this critical area.

The cornerstone of our commitment to quality assurance and return on investment is our performance measurement tool, The Truth Report. Whelan has developed and designed this report specifically with the intent of capturing measurable performance data in order to assess real service delivery. Unlike other performance scorecards, where subjectivity and opinion allow for negative results to be covered up, The Truth Report provides our customers with an analysis of objective service areas supported by real quantifiable data that simply does not allow for any component of our delivery system to be hidden. Taking this to the next level, Whelan clients can view this KPI data at any time via our eHub Client Portal, giving our clients complete transparency into our service delivery metrics and performance in real-time. As a customer should expect, all positive AND negative results will be documented and reported in our unceasing efforts to offer “The Value of Performance.”

What does this mean to our customers?

➢ No excuses – just results
➢ ROI can be quantitatively measured
➢ Elimination of complacency through our continuous improvement process
➢ Nothing is hidden from you – complete transparency
➢ Great customer service

Hallmark #5 – National Company with a Boutique Business Philosophy

Of the 8,000 contract security companies in America, almost all are either national/global firms built through public stock, private equity funding or M&A activity, or small local firms with limited resources. Whelan is a 65+ year old, privately-held, 3rd generation family-owned company that has achieved 100% of our growth organically – one client and one employee at a time. Operating in 50 markets coast to coast, we are one of the largest security companies in America, but the only one that has maintained the personal touch and feel of a boutique firm. Each client should feel like they are our only one, which is supported by the 4th and 5th ranked characteristics they most liked about working with Whelan in our client surveys – good relationship with management and with on-site staff. Each employee should feel like they are a part of our family. Whelan embodies the philosophy of a conservative Midwestern, family-owned organization. Our business values are built around integrity, so it will come as no surprise that the first two values on our
Mission and Values Card are “truth-telling” and “promise keeping.” Whelan is operationally innovative, but still does business philosophically the old-fashioned way, which means you can trust our people to make the right decision when it comes to managing our relationships and taking care of our clients and employees.

What does this mean to our customers?

- Large company resources with small company personal touch
- Confidence that Whelan will be Whelan for a long time
- Consistency of service through consistency of ownership
- You can trust us as a business partner
- Great customer service
Company Mission and Values

At Whelan Security, we believe that true success can only be achieved if we are delivering the best value for your security dollar. In order to do that, we focus all of our efforts upon performing beyond our client and employee expectations and by keeping our promises. That is why our tagline states, “Whelan Security – The Value of Performance.”

Guided by a unique culture and entrepreneurial spirit, our philosophy is made up of our mission and values.

Our Mission

To Deliver Maximum Value to Our Customers

Our mission statement serves two very important functions. 1) In lieu of lengthy regimented operational manuals, our mission provides the foundation upon which all business decisions are made. 2) It is the source of our entire performance-based approach to customer service, and offers a glimpse into the difference in management philosophy at Whelan from other security firms – a philosophy that says, “We will deliver the best value for your security dollar by exceeding performance expectations and living up to our promises.” It is also important to note who we in management recognize as our customers – both our paying clients and our employees. We prescribe to the theory that if we take great care of our employees, they will in turn help us to take great care of our clients.

Our Values

We live up to our challenging mission by operating within the context of our 10-Star Core Values – which all begin with the integrity statement below:

“The people of Whelan Security are good, moral men and women of honor and integrity who understand the difference between right and wrong. Integrity carries beyond the business environment into our homes and the people with whom we choose to associate. If we have nothing else, we have our integrity. Those without it are not welcome.”

Our 10-Star Core Values that guide us:

🌟 Truth-Telling – By being transparent and candid, we earn credibility and respect

🌟 Promise-Keeping – We are committed to keeping our promises

🌟 Respect – We are considerate, courteous and attentive to our employees, clients and vendors
Loyalty – Our internal and external associates can count on our allegiance and dependability

Empowerment – We believe in and trust our well-trained employees and hold them accountable for their actions

Discipline – Driven by a culture of discipline, we will provide consistent, high quality services

Leadership – Through innovation, foresight and initiative, we will remain an industry leader and expect employees to lead by example

Flexibility – We will offer unique services to each client by always remaining agile

Quality Assurance – We are passionate about quality and measuring the results of our performance

Results – We hold ourselves accountable to achieve results for our clients, employees and ownership

Mission and Values Card

In order to emphasize the importance of our mission and values to our employees and clients, we require all security officers, supervisors, managers and owners to carry a Mission and Values Card with them at all times while on duty, and preferably at all times in general. This card contains information about both the mission and values, how to apply these principles in our everyday working environments, how to work together based on these philosophies and how to provide the best value to our external customers – you!

The card also contains the information about our call-in automated timekeeping system, which is the mechanism through which are employees are paid. The Mission and Values Card is a mandatory part of our standard uniform, and is discussed during every employee inspection, every training class and every internal meeting.
Geographical Scope

Whelan has full-service offices and/or management presence in 50 markets in 35 states and the District of Columbia. Whelan currently serves the states of Alabama, Arizona, Arkansas, California, Colorado, Delaware, Florida, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Nebraska, Nevada, New Jersey, New Mexico, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, Tennessee, Texas, Utah, Virginia, Washington, and Wisconsin. All expansion into these markets has been through organic growth.

For areas in which we do not have a current market presence, we can partner with a trusted subcontract partner or enter a new market to support your needs. Please see the map below for our locations:
Organizational Structure

Please see the following organizational chart depicting our corporate and regional management structure. For more biographical information on our managers and functional details on each level of management support, please see the Management Support section of the proposal.
Leadership Team

Pat Twardowski
Chairman

Patrick Twardowski joined Whelan Security in 1969 and was elected President of the company in 1978. Under his leadership, Whelan has grown from a single local office with $150,000 in annual revenue to one of the largest contract security organizations in the country.

Prior to joining Whelan as a second generation family owner, he spent six years at McDonnell Douglas (now Boeing) as a Personnel Administrator. Patrick was appointed to the Board of Commissioners of the St. Louis County Police Department in 1991 and served six consecutive three-year terms through January 2009. During his 18 year tenure on the Board of Police Commissioners, he served as Chairman for five years (2003 through 2008). Prior to his appointment as Chairman, Patrick was Secretary and Chairman of the St. Louis Metropolitan Police Academy. Under his leadership, the Academy reorganized its curriculum, significantly increased qualification hours, and was CALEA certified.

Patrick received a Bachelor of Science degree in Personnel Management from Saint Louis University in 1964. In addition to his work on the Board of Commissioners of the St. Louis County Police Department, he is also a past Board Member of Backstoppers and Missouri State Bank.

Greg Twardowski
President

As a third generation family owner, Greg Twardowski serves as President of Whelan Security. When he joined the company in 1989, the company was a well-respected local provider of contract security services. Under his leadership, Whelan has grown from that single local office to one of the largest full service security organizations in the country, operating throughout the United States.

In addition to his work with Whelan, Greg serves on the Boards of Commerce Bank (St. Louis Region), Mercy Hospital Foundation, Do the Right Thing – St. Louis, the Today and Tomorrow Educational Foundation of the Archdiocese of St. Louis, and Young Presidents Organization. He is also a member of the St. Louis Minority Business Council as well as the Regional Business Council, where he serves on the Regional Governance Committee, Business Diversity Committee, It’s Our Region Fund, and Mentor Network.

Greg is a graduate of Wake Forest University where he earned a Bachelor of Science degree in Business. He is an active member of the International Security Management Association (ISMA), ASIS International and the Building Owners and Managers Association (BOMA). He was also a former appointed member of the National Council of Investigative and Security Services (NCISS) National Board of Directors as well as a founder and former Chairman of TransNational Security Group LLC.
Prentice Robertson  
*Chief Operating Officer*

With 30 years of management, operations, and sales experience, Prentice Robertson brings a vast wealth of knowledge and experience to the role of Chief Operating Officer of Whelan Security. In his role, Prentice is responsible for the leadership of all field service areas of the company. Prior to joining Whelan in 2003, Prentice spent 12 years with Barton Protective Services as the senior sales and marketing executive responsible for company organic growth from $40 million to nearly $350 million. Since joining Whelan, the company has grown from a five state regional security company to one of the largest full service security organizations operating throughout the United States.

Prentice is a graduate of the University of Georgia where he earned a Bachelor degree in Journalism and minored in Marketing. He is active in several industry organizations including the Building Owners and Managers Association (BOMA), the International Facility Managers Association (IFMA), and ASIS International, through which he previously served on the Council for Business Practices. He currently serves on the Advisory Board for the St. Louis University School of Criminal Justice and is a graduate of the ISMA Leadership Program hosted by the Kellogg School of Management at Northwestern University. He is also a member of C12 Group, an organization of Christian CEO’s and business owners.

Michael Basler  
*Chief Financial Officer, Senior Vice President – Finance & Business Administration*

Michael Basler serves as Chief Financial Officer and Senior Vice President – Finance & Business Administration for Whelan Security.

Mike has over 27 years of finance and management consulting experience. Prior to joining Whelan Security, Mike spent more than 16 years at the Anheuser-Busch Companies (now Anheuser-Busch Inbev), one of the world’s largest brewers, working in Treasury and directly for the Vice President and Chief Financial Officer. He most recently served as Director, International Treasury and Risk Management. Before this position, he directed the company’s U.S. based banking systems and services. He also has extensive capital markets and capital investment analysis experience. Before joining Anheuser-Busch, Mike was a management consultant with Deloitte & Touche and Arthur Andersen & Co.

Mike has a Bachelor of Science degree from the University of Missouri – Columbia and a Master of Business Administration from Washington University.

Mark Porterfield, CPP, CHS-III  
*Senior Vice President of Human Capital and Field Support Services*

Mark Porterfield brings over 28 years of leadership experience in contract security services and law enforcement to Whelan. In his role, Mark manages and oversees the key functional areas of human capital management, EH&S, audit and compliance, quality assurance, technology and emergency response services for the company. He is also responsible for the development of
many of Whelan’s operational processes. After careers as a Police Chief and key operational leadership roles with Burns International and Barton Protective Services, Mark spent four years in senior roles with AlliedBarton Security Services. From 2006 to 2008, he served in a dual role as Vice President and General Manager of Government Services, a division he started for AlliedBarton, and Vice President and General Manager of the Mid-Atlantic Region.

Mark is actively involved in numerous organizations, including ASIS International and the American College of Forensic Examiners. In addition to being a Certified Protection Professional (CPP) through ASIS International, Mark is also certified in Homeland Security, Level III (CHS-III) through the American Board for Certification in Homeland Security (ABCHS). He earned a Bachelor of Science degree in Business Administration from Columbus University.

Robert Burns  
**Senior Vice President of Operations**

Robert Burns brings over 26 years of security industry experience to Whelan. In his role as Senior Vice President, Robert is responsible for leading and managing all business units (regions, branches, strategic and national accounts) throughout the organization. He focuses on operations, account management, customer service, and quality assurance and has substantial involvement in sales, marketing, brand development, public relations, and strategic planning as a result of his broad industry-related experience.

Most recently, Robert served as Senior Vice President, Business Development of the Americas Region for G4S. In that role, he was responsible for organic growth of the Americas business units as well as strategic account operations throughout the Americas. In his 15 year tenure, Robert held various positions with G4S, including Regional Vice President, Vice President of U.S. National Account Operations, and Senior Vice President, U.S. Sales and Operations.

Robert attended the University of Houston, majoring in Business Computer Information Systems and is a graduate of the Leadership Program sponsored by the International Security Management Association (ISMA) at the Kellogg School of Management at Northwestern University. He is actively involved in industry and sector-specific organizations including the Energy Security Council and ASIS International. In addition, Robert represents Whelan in the Overseas Security Advisory Council (OSAC) which was created under the Federal Advisory Committee Act to promote security cooperation between American private sector interests worldwide and the U.S. Department of State.
Management Support

In support of our employee-centric culture designed around the concept of creating “engaged” employees, Whelan has always prescribed the theory of the inverted organizational chart where management supports “up the line” to our most important asset, the security officer.

Senior Management/Corporate Support

The senior leaders and owners of Whelan not only drive the strategic direction of the company, but are active “hands-on” managers in the business. Executive management is available to any client or employee at any time, and can be reached at info@whelansecurity.com or 1-888-4WHELAN. The average functional/industry experience of Whelan’s C-Suite is 29 years.

Whelan’s Corporate Center in St. Louis supports the branch operations in every market. Corporate support mechanisms are in place in the areas of sales and marketing, customer service, operations, human resources, training, risk management, information technology, finance and executive management.
Regional Management

Robert Langrel

*Vice President – Midwest Region*

Robert Langrel serves as Vice President of Whelan’s Midwest Region. In this role, Robert is responsible for leading, managing, and supporting all branch offices within the assigned region and ensures that Whelan maintains consistent high quality service delivery to our customers.

Robert most recently served as Vice President of Operations for a $128M business unit for AlliedBarton Security Services. He was responsible for all operations and growth of nine local offices and more than 4,000 employees. He is an active member of ASIS International and the Building Owners and Managers Association (BOMA). Prior to entering the security industry, Robert served honorably in the U.S. Army for 13 years.

Local Management

The Michigan branch office is directly overseen by our General Manager Matthew Warn. Our local branch management team is also available to any client or employee 24 hours per day, 7 days per week, and serves the sole purpose of supporting the security accounts and security personnel within its geographic scope.

Service delivery and adequate coverage is extremely important to not only Whelan Security Co. but also our local management team. By utilizing our TeleTeam Post Confirmation system detailed on page 54 we will be able to ensure that all posts are covered at both the Harrison and Mount Pleasant campuses. Our Michigan based management team listed in this proposal are all also willing and able to secure a post in the event of an emergency as well.

Our management team makes it a priority to work with law enforcement agencies in each of the respective locations in which we have clientele. The amount of communication with each respective law enforcement organization will vary based on each specific site; however, our goal...
with MMCC will be to have an extremely extensive relationship with local law enforcement, based on the nationwide threat of an active shooter situation at educational institutions.

Matthew Warn
General Manager – Michigan Market

Prior to joining Whelan Security Company in 2015 as the General Manager for Michigan, Matthew Warn served as a General Manager for Aramark Uniform Services for 9 years where he managed the sales, delivery operations, production and finances for 7 separate facilities and over 400 employees across several states (Michigan, Ohio, Indiana, Illinois and Missouri) that included sales and services of Galls, Wearguard & Aramark’s proprietary uniforms and cleaning services. Matthew & his team won the President’s Award in 2014 for Growth, Client Retention & Operations Excellence.

Since joining Whelan, Matthew has dedicated his efforts to successfully improving employee engagement, service delivery as well as the expansion of Whelan’s service footprint in Michigan.

Prior to working at Aramark, Matthew worked for 9 years in the automotive electronics business for Philips Electronics and Philips Automotive Lighting in various positions in manufacturing, purchasing and sales in Ann Arbor, Michigan and Farmington Hills, Michigan. He is a graduate of Bluffton University in Bluffton, Ohio and enjoys the outdoors and spending time with his family including his 4 children.
Before joining Whelan Security Company in 2014 as the Client Services Manager, Victoria Futch entered the Security Industry in 1990 as a Security Officer for Nation Wide Security. Victoria’s 22 year tenure with Nation Wide provided the blueprint for her rise from Security Officer to Operations Manager where she was responsible for 45 individual accounts and over 200 employees. Victoria also spent 2 years as a Police Officer for Detroit’s DMC Sinai Grace Hospital where Dispatch Communications and Customer Service were among her strong suits.

Upon Joining Whelan Security in July of 2014, Victoria has faithfully devoted herself to the Whelan clientele assigned to her. In her role as CSM, she has maintained a 100% client retention rate while servicing 6 client sites, and 2 national accounts with over 117 officers.

Victoria brings a multitude of experience to this position and prides herself on Customer Service and Client Retention. She believes in making sure a job is done right the first time and will stop at nothing to ensure that our clientele are extremely satisfied with our product. A graduate of Martin Luther King High School, Victoria also studied Substance Abuse Therapy at WCCC. She is a Certified Protection Officer and she also holds her Certification as a Nursing Assistant. Victoria is also very active in her church where she has been a member for over 26 years. She is a member of 4 separate church organizations and donates time each month to help the local homeless population by providing haircuts.

Before joining Whelan, Belinda most recently served as the Human Resources Manager for Elite Training & Development, a training-based company that specializes in designing and developing creative training solutions that meet business needs. Prior to this role, Belinda spent 10 years as a Human Resources Manager in both for-profit and non-profit settings, responsible for providing generalist support.

Belinda oversaw functions in recruitment, training and continual development, employee relations, evaluating and enforcing all human resources strategies, performance and talent management, process improvement and change management.

Belinda earned her Bachelor of Arts Degree in Business Administration, majoring in Human Resources Management and Labor Relations from Siena Heights University. Belinda is an Advisory Board Member at Baker College of Allen Park and ITT Tech in Dearborn.

Belinda is active in several industry organizations including the Society of Human Resources Management (SHRM).
Prior to joining Whelan Security Company in 2015 as the Business Development Manager for the Michigan market, Derrick Babcock served as a United States Army Officer holding the rank of Captain. Derrick was a key member of a Department of State Advisory Team that specialized in the training and advisement of a key Middle Eastern ally on the multiple facets of Critical Infrastructure protection in relation to high profile training institutions as well as oil refineries.

Derrick has also commanded over 150 diplomatic protection missions to include motorcades of up to 15 vehicles for various high ranking diplomats from around the world.

Since joining Whelan, Derrick has dedicated his time to ensuring that all current and future accounts are satisfied with their service delivery. Derrick is a key member of all new account transitioning services for the market and is available 24/7 to ensure that our clients are thoroughly satisfied.

Currently Derrick is a Captain in the United States Army Reserves where he commands an Infantry Drill Sergeant Training Unit in Waterford, MI. He is a graduate of Madonna University with a degree in Criminal Justice and is currently pursuing his MSBA with a specialization in Emergency Management at Madonna University.
The Truth Report

The cornerstone of our commitment to quality assurance and Return on Investment (ROI) is our industry leading and proprietary performance measurement tool, The Truth Report. Drawn from the Best Practices of technology and engineering firms combined with our own internal productivity experts, Whelan has developed and designed this report specifically with the intent of capturing measurable performance data in order to assess real service delivery. Unlike other performance scorecards, where subjectivity and opinion allow for negative results to be covered up, The Truth Report provides our customers with an analysis of 10 objective service areas supported by real quantifiable data that simply does not allow for any component of our delivery system to be hidden. As a customer should expect, all positive AND negative results will be documented and reported in our unceasing efforts to offer “The Value of Performance.”

What is the cost of low-price security?

- High employee turnover
- Poorly trained security officers
- Poor image of security officers
- High liability and safety risk

How can you assure the best value for your security dollar?

- Quality service at a fair price
- Focus on safety
- Excellent performance
- Return on Investment

Whether utilizing The Truth Report simply as a measuring stick of your Return on Investment (ROI) from partnering with Whelan or as the source of a performance-based contract, the objective is to strive for quality assurance and continuous improvement. On a monthly basis, the Whelan Project Manager and Branch Operations Manager will compile all data required in order to eliminate the administrative task of scoring the measurement tool. Each site Project Manager is the primary owner of the document and has the first line of accountability for quality performance and problem resolution at each location. Then, once a quarter, an average score from the previous three monthly reports will be tabulated, and The Truth Report will be presented by the Project Manager, Branch Operations Manager and Branch Manager to the customer with backup documentation supporting each section. In many cases, a member of the Whelan senior team will attend these quarterly review meetings to analyze and discuss the previous quarter’s performance, as well as identify any areas for improvement opportunities.
Note that The Truth Report is not provided on smaller accounts that do not have on-site management.

This process creates an outstanding platform of dialogue on our performance trends, analysis of failing performance and plans for resolution. Most important, the report provides substantiation confirming that you are receiving the proper return on your security investment as a justification against pressure to buy the lowest price during tough economic times. Any profit reduction or bonus negotiated as part of a performance-based contract will be determined and paid out quarterly based on The Truth Report score.

The Truth Report consists of 10 quantifiable and verifiable categories that have been selected as the most important key performance indicators from surveys done with dozens of security experts and practitioners. However, these categories can be changed or adjusted to fit each customer site needs. Each critical service area is graded in a range from “Exceptional” to “Below Average” based on the level of performance in each category, generating a score from 5 down to 1. Therefore, the maximum possible score is 50 with all 5’s, and targeted threshold score is 40 (average of 4 across all categories). So a raw score of 40, or average of 4 (very good) in each category is a requirement that each Project Manager is expected to meet. Anything below this total would require analysis of the data resulting in plotting an immediate corrective action course. See the following table for the grading system that is utilized.

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Exceptional</td>
</tr>
<tr>
<td>4</td>
<td>Very Good</td>
</tr>
<tr>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>2</td>
<td>Average</td>
</tr>
<tr>
<td>1</td>
<td>Below Average</td>
</tr>
</tbody>
</table>

**Key Measurement Categories**

- Safety Violations
- Employee Retention
- Forced Overtime
- Payroll and Billing Accuracy
- Inspection Frequency
- Inspection Results
- Training Frequency
- Training Results
- Documentary Accuracy
- Customer Service Feedback

The greatest value of The Truth Report is that it not only grades the performance of the security officers on the account, but also the management support of those officers. Detailed specifics of scoring in each category are listed on the following pages.
Safety Violations

Whelan is held accountable to manage our contracts in the safest possible manner and strive for zero safety violations that result in a lost-time injury incident according to OSHA regulations. This category is a zero tolerance policy, so this score is derived each month based on whether or not there have been any safety incidents resulting in lost time for an employee.

<table>
<thead>
<tr>
<th>Score</th>
<th>Safety Violations</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>N/A</td>
</tr>
<tr>
<td>3</td>
<td>N/A</td>
</tr>
<tr>
<td>2</td>
<td>N/A</td>
</tr>
<tr>
<td>1</td>
<td>1 or more lost time incident</td>
</tr>
</tbody>
</table>

Employee Retention

Employee retention is probably the most critical success factor of any contract. While this issue is a direct result of many of the actions in the other categories, it is very important that our management activities result in a high level of employee retention, in order to ensure consistency of service to our customers. This score is derived based on the retention percentages of staff from the beginning of the month to the end of the month.

<table>
<thead>
<tr>
<th>Score</th>
<th>Employee Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>95%</td>
</tr>
<tr>
<td>4</td>
<td>90%</td>
</tr>
<tr>
<td>3</td>
<td>85%</td>
</tr>
<tr>
<td>2</td>
<td>80%</td>
</tr>
<tr>
<td>1</td>
<td>Less than 80%</td>
</tr>
</tbody>
</table>

Forced Overtime (not including short notice extra coverage)

In the spirit of sufficient staffing, some positions will be filled with forced overtime hours of regularly assigned staff based on call-offs, openings or vacations. Through proper scheduling, this should be controlled and kept to a minimum. This score is calculated on the basis of total weekly overtime hours worked by regular staff as a percentage of total hours, and averaged for the number of weeks in the month.

<table>
<thead>
<tr>
<th>Score</th>
<th>Forced Overtime</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>3% or less</td>
</tr>
<tr>
<td>4</td>
<td>4% or less</td>
</tr>
<tr>
<td>3</td>
<td>5% or less</td>
</tr>
<tr>
<td>2</td>
<td>6% or less</td>
</tr>
<tr>
<td>1</td>
<td>Greater than 6%</td>
</tr>
</tbody>
</table>
Payroll and Billing Accuracy

It is critical that our branch and corporate support staff, in conjunction with on-site management, provide error-free payroll and billing services. This ensures that employees are paid properly and on time and customers receive accurate invoices in a timely manner. This score is derived from the average number of errors for each cycle period, regardless of contract size.

<table>
<thead>
<tr>
<th>Score</th>
<th>Payroll and Billing Errors</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>4</td>
<td>2% or less</td>
</tr>
<tr>
<td>3</td>
<td>4% or less</td>
</tr>
<tr>
<td>2</td>
<td>6% or less</td>
</tr>
<tr>
<td>1</td>
<td>8% or less</td>
</tr>
</tbody>
</table>

Inspection Frequency

Whether handled by on-site supervision, management or branch personnel, it is incumbent upon us to “inspect what we expect.” The following score is determined by the percent of personnel who are inspected at least one time a month and documented by inspection reports.

<table>
<thead>
<tr>
<th>Score</th>
<th>Inspection Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>80%</td>
</tr>
<tr>
<td>3</td>
<td>65%</td>
</tr>
<tr>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>1</td>
<td>Less than 50%</td>
</tr>
</tbody>
</table>

Inspection Results

All personnel inspections will receive a pass/fail score based on a threshold calculated from the inspection/appraisal report. Key elements evaluated during the inspection will be appearance, attitude and job knowledge (evaluated via a separate IQA test that will be administered typically during the same visit as the inspection). This score will be ascertained based on the average score of all inspection reports during the month.

<table>
<thead>
<tr>
<th>Score</th>
<th>Inspection Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>Less than 2</td>
</tr>
</tbody>
</table>
Training Frequency

In addition to the recommended training program, Whelan management and supervisors are required to administer brief five-question training tests, known as Individual Quality Audits (IQA), to ensure ongoing understanding of key concepts at each account. This score will be derived based on the percentage of personnel tested during the month.

<table>
<thead>
<tr>
<th>Score</th>
<th>IQA Testing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>80%</td>
</tr>
<tr>
<td>3</td>
<td>65%</td>
</tr>
<tr>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>1</td>
<td>Less than 50%</td>
</tr>
</tbody>
</table>

Training Results

The IQA tests contain five questions on each test covering a variety of topics relevant to each customer site. This score will be ascertained based on the average score of all personnel tested through the utilization of an IQA during the month.

<table>
<thead>
<tr>
<th>Score</th>
<th>IQA Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>Less than 2</td>
</tr>
</tbody>
</table>

Documentary Accuracy

Security reports should be factual, legibly written based on observations and not opinions, completed in black ink, using clear and professional language. Since compliance in this area is so critical, reports written outside of the boundary of those rules or where an exception is found will be tabulated based on percentage of total reports.

<table>
<thead>
<tr>
<th>Score</th>
<th>Exceptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>5% or less</td>
</tr>
<tr>
<td>4</td>
<td>10% or less</td>
</tr>
<tr>
<td>3</td>
<td>15% or less</td>
</tr>
<tr>
<td>2</td>
<td>20% or less</td>
</tr>
<tr>
<td>1</td>
<td>Greater than 20%</td>
</tr>
</tbody>
</table>
Customer Service Feedback

Unsolicited comments speak volumes about the professionalism and performance of a security staff. Whenever Whelan management or the client receives such comments from internal groups such as customer personnel or visitors, those comments will be evaluated and tabulated, utilizing a positive to negative comment ratio. If other means of quantifiable measurement are available (i.e. employee/tenant/visitor online surveys, customer satisfaction cards, etc.), these can be incorporated into this score.

<table>
<thead>
<tr>
<th>Score</th>
<th>Positive to Negative C/S Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>2:1</td>
</tr>
<tr>
<td>4</td>
<td>1.5:1</td>
</tr>
<tr>
<td>3</td>
<td>1:1 or no feedback</td>
</tr>
<tr>
<td>2</td>
<td>1:1.5</td>
</tr>
<tr>
<td>1</td>
<td>1:2</td>
</tr>
</tbody>
</table>
## The Truth Report

### Time Period: [enter date]

<table>
<thead>
<tr>
<th></th>
<th>Company Name</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Safety Violations</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Employee Retention</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Forced Overtime</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Payroll and Billing Accuracy</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
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<tr>
<td>5</td>
<td>Inspection Frequency</td>
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<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Inspection Results</td>
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<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Training Frequency</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Training Results</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Documentation Accuracy</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Customer Service Feedback</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comments:</td>
<td></td>
</tr>
</tbody>
</table>

### Cumulative Truth Report Score

<table>
<thead>
<tr>
<th>Cumulative Truth Report Score</th>
<th>0</th>
<th>/</th>
<th>50</th>
</tr>
</thead>
</table>
Personnel Selection

Whelan has developed a culture built around successful human capital management through the concept of “creating engaged employees.” In the book called *12: The Elements of Great Managing*, the author teaches that pay and benefits are certainly important factors, but there are 12 other management principles that a company and leader should adopt in order to create engaged employees. Research has shown that engaged employees are much less likely to turnover, much less likely to be late for work or call off from work, and much less likely to experience a workplace accident. A Harvard Business Review Survey has uncovered that only 29% of American employees are “engaged,” meaning that 71% of all employees hurt their companies as opposed to helping their companies. At Whelan, we teach our managers the principles of this book, which include concepts such as praise and recognition, listening and responding to employees’ opinions, placing employees in a position where they can succeed, and creating career growth and opportunities. Through this management approach, we have been very successful in recruiting, attracting and retaining high quality personnel as evidenced by our high employee retention rates.

Beginning with our recruiting efforts to attract employees who are seeking careers all the way to the final background check, our selection process goes well beyond technical requirements. Every step of the way, our human resources processes are designed to ensure we employ only the best qualified individuals for your security program. Recognizing that successful personnel placement goes beyond maintaining a pool of talent, Whelan accurately matches the skills, attributes and traits of the officer with the skill requirements of the post to which they are assigned. The ultimate goal of our personnel selection process is “matching the right people to the right environment.”

**Recruiting and Talent Management**

If our people are truly our most valuable asset, then we must pursue high quality talent through a variety of sources. Attracting quality candidates is a critical component to providing high quality security staffing services. At Whelan, our diverse employee benefits packages, training and development programs and career progression opportunities allow us to garner talent that might not traditionally consider the contract security industry as a career. In order to attract qualified talent, Whelan has adopted technology to enhance our recruiting and qualification efforts. Applicant Tracking, Assessments, Pre-Employment Background Screening and On-Boarding are processed through our Talent Management System (TMS).

This online system automates all job requisition postings via our career center at [www.whelansecurity.com](http://www.whelansecurity.com) or [www.greatsecurityofficers.com](http://www.greatsecurityofficers.com) as well as many online recruitment websites such as Monster and CareerBuilder. In addition, the TMS sources candidate capabilities via a series of pre-qualification questions, tracks applicant flow and hiring trends, and documents and reports EEOC data and Affirmative Action requirements. Please see our standard TMS workflow in the flow chart below, which is detailed on the next few pages in our 10-Star Screening Process.
The Talent Management System works in concert with other traditional recruiting methods to complete our extensive recruiting plan:

- Employee and Client Referrals
- Military and Veterans Groups
- Colleges, Technical Schools, and Churches
- Social Media and Newspaper Ads
- Job Fairs
- Direct Recruitment from Service Industries such as Restaurants, Retail and Hospitality

Whelan Security’s recruitment procedures have helped our Hiring Managers to be more effective, efficient and discerning in our employee selection process. Since the launch of the TMS in 2010, only 1 out of every 12 applicants was hired by Whelan out of over 260,000 applicants. Please see the graph below pulled directly from our Talent Management System in support of this data.

**APPLICANT RESULTS 2010 - 2015**
10-Star Screening Process

At Whelan, we have benchmarked our employee selection process against the best in the security industry and identified the screening criteria that we believe best allows us to provide superior security personnel to our clients. Through the implementation of best practices and innovative solutions, Whelan has built an unrivaled employee selection and background screening platform that has the depth and breadth to satisfy the demanding needs of our customers. Whelan offers the comprehensive 10-Star Employee Screening Process, which includes the following:

♕ Basic Requirements, General Criteria & E-Verify

After a jobseeker searches for and reviews a detailed requisition via our Career Center ([www.greatsecurityofficers.com](http://www.greatsecurityofficers.com)), they will be required to submit their Talent Profile. Once the profile is submitted, the jobseeker will be required to respond to an online pre-screening questionnaire that includes “knock-out” questions that will automatically screen the jobseeker out of the system if he or she doesn’t meet minimum qualifications. This pre-screening questionnaire assists the Hiring Manager to be more efficient by only focusing their energy on qualified applicants.

As part of the pre-screening questionnaire, candidates must meet age (21) and government eligibility requirements, including proper I-9 credentials (US Citizenship). Using information reported on an employee’s I-9 when they meet with a Hiring Manager, we utilize E-Verify (managed by the Department of Homeland Security in partnership with the Social Security Administration) to determine and confirm the eligibility of our new employees to work in the U.S.

Qualified or “screened-in” jobseekers are automatically invited to take initial assessment tests electronically through our Talent Acquisition and Assessment Center to pre-determine their scoring on a future proctored assessment test.

♣ Assessment Testing (Aptitude and Behavioral)

All candidates are administered a series of assessment tests through our Talent Acquisition and Testing Center. In total, we have over 1000 assessments at our disposal for client customization opportunities, but we have selected five core assessments that address a variety of aptitude and behavioral topics. The first three core assessments are aptitude tests and a part of the pre-screening process prior to meeting with a Hiring Manager, and the last two are behavioral tests that can be taken online or proctored in the office by the Hiring Manager.

Aptitude Tests

The first three tests called “Prove-Its” are intended to evaluate applicant aptitudes in grammar and spelling, reading comprehension and customer service skills. These tests help measure general intelligence, cognitive ability and basic verbal skills. Research has proven that cognitive ability, objectively measured, is the single greatest predictor of job performance – for any position. All three tests must be passed in order to move forward in the process, after which the
Hiring Manager will conduct an initial telephone interview (face to face if the candidate is in the office using our computer kiosks) prior to moving the candidate forward to the Behavioral Assessments.

**Behavioral Assessments**

Predicting the performance of applicants in future work environments can be a challenging task. Upon completion of the three core aptitude tests and the telephone interview, the candidate is provided two behavioral assessments called “Selectors” that assist us in predicting overall job success. The first of the two behavioral assessments is called the **Counter Productivity Indicator (CPI)**. The CPI is designed to assess honesty, emotional maturity, propensity for violence, reliability and productivity. The second behavioral assessment called the **Service Associate Selector** also provides an individual profile of each candidate’s likely strengths and “soft spots” in the areas of experience, confidence, stability, agreeableness and conscientiousness. In addition to these tests, Whelan can also utilize the following psychological tests depending upon contractual requirements:

- **Law Enforcement Applicant Inventory (LEAI)** - The LEAI scores many of the same categories as the behavioral assessments addressed above, but focuses more upon skills in law enforcement.
- **Minnesota Multiphasic Inventory (MMPI)** - This is one of the most highly regarded personality tests available in any industry and requires scoring and analysis by a licensed psychologist.

Whelan’s Talent Acquisition and Testing Center has a broad range of proven performance-predicting questions designed to elicit responses that reveal candidate personality traits, biographical history, and problem solving ability. This data is then translated into a candidate profile of strengths and development needs.

**Application, Interviews and Job Matching Assessment**

All candidates for employment must complete a detailed application and participate in a formal interview process. Initial conversations with candidates provide an opportunity to verify that they fit basic requirements as specified online (age, education, government eligibility, local licensing requirements, proper I-9 credentials, DD214 with honorable discharge if in U.S. military, proximity to accounts and scheduling flexibility).

Subsequent discussions including a **Structured Behavioral Interview** are extensive and include evaluations of appearance, attitude, demeanor, mental alertness, general intelligence, integrity, interpersonal communication skills, specific job-related qualifications, job knowledge and career objectives. The Structured Behavioral Interview has been created based on competencies required for job success as well as desired interview logistics. The competency-based items have scoring criteria to provide an objective way to rate candidates’ interview responses.

*The next five background checks (Stars 4-8) are completed by a licensed 3rd party employment screening background check firm to ensure consistency, completeness and validity of information.*
Star Education Verification

Candidates must possess a high school diploma, GED or equivalent, and certified diplomas or the equivalent proof of education prior to employment at Whelan.

Star Prior Employment References

One of the most commonly falsified pieces of information is an applicant’s employment history. At Whelan, a thorough investigation of previous employment going back ten years or the last three employers is conducted on all candidates considered for employment. Subjects investigated include absenteeism, tardiness, conduct, job performance, and reason for separation from previous employers. If an applicant has prior military experience, they are required to provide a copy of the DD214 indicating an honorable discharge.

Star Character References

In addition, three character references are completed on each applicant to gain more knowledge of the candidate’s integrity.

Star Social Security Number Trace & Validation

The social security trace is a primary step in background screening and is almost universally the first search performed on job applicants in the United States. This trace acts as a measure of applicant honesty, identifying and revealing names associated with a specific social security number as well as past and present addresses (residential history), which is essential to criminal and court record searches. The validation searches the Social Security Administration database to identify any irregularities that may exist with a social security number. The trace identifies all known addresses associated with a social security number and the validation determines if the social security number has been stolen or falsified.

Star Criminal Background Investigation & OFAC Prohibited Parties Search

Candidates with records of felony convictions or misdemeanors (or nolo contendere plea) of a job-related or moral turpitude nature for a minimum seven-year period immediately preceding application are not suitable for employment with Whelan. Criminal background checks to the county level are completed on all candidates considered for employment with Whelan. All of our criminal background investigations are conducted by an industry-leading, employment screening company and all county criminal background checks are investigated in person at the county courthouse by a representative of our 3rd party background check firm.

Whelan’s criminal background investigation also includes an OFAC federal database search to identify “prohibited parties.” A prohibited party is defined as “specially designated nationals, terrorists, narcotics traffickers, blocked persons and vessels and parties subject to various
economic sanctioned programs who are forbidden from conducting business in the United States, as well as entities subject to license requirements because of their proliferation of weapons of mass destruction." One of the common uses of this check is for Patriot Act compliance.

🌟 Drug Test

As part of our commitment to a drug-free workplace, all candidates considered for employment must pass a chemical test and analysis for the detection of illegal use and/or abuse of controlled substances. In addition to pre-employment screening, testing is also conducted for reasonable suspicion, post accident and can be provided on an account specific basis where legally applicable as part of the company’s Chemical Abuse Prevention Program.

🌟 P.E.A.K. Performer Program (Pre-Employment Assessment of Knowledge)

Prior to final selection for employment with Whelan, the employee must complete the P.E.A.K. Performer Program (Pre-Employment Assessment of Knowledge). This program was developed in conjunction with a widely-respected national security training organization, and entails the completion and passing of 12 modules and tests to confirm the candidate’s security aptitude and knowledge. Each test requires a passing score of 70. Please see the assessment modules below:

- Asset Protection & Security
- Human and Public Relations
- Report Writing
- Communications
- Patrons & Fixed Posts
- Physical Security & Crime Prevention
- Fire Protection & Life Safety
- Criminal Law & Criminal Liability
- Civil Law & Civil Liability
- Ethics, Department & Professional Conduct
- Investigations
- Emergency Situations

Once a candidate has been approved by Whelan’s Hiring and Training Managers as a qualified Whelan employee, the **final placement** is not completed until the CSM, Site Supervisor, Project Manager and/or client interviews and approves the candidate for assignment, and Welcome to Whelan Orientation including Customer Service, Safety and any other contractually required Specialized Site Training such as First Aid/CPR is completed.
Employee Benefits

While work environment, culture, benefits, incentives and development are all critical factors to attracting and retaining high quality personnel, compensation remains the number one factor. Whelan emphasizes the importance of selecting the right wage structure through technology by utilizing wage data from the Economic Research Institute (ERI) to determine our wage and cost structure and return on investment (ROI) for our clients.

10-Star Fringe Benefits Package

Whelan is proud to offer the following 10-Star Fringe Benefits Package. Please note that all incumbent personnel are immediately eligible to receive fringe benefits if they were already participating in a plan with the previous company.

-major Medical Insurance

Whelan offers three major medical insurance options as well as an MVP option from which our clients can select. Each of these plans meets current Affordable Care Act requirements of qualified, affordable, uncapped plans. Each of these major medical plans includes four tier levels of employee, employee plus child, employee plus spouse or family.

Costs can either be absorbed into the billing rate or direct billed per participant as incurred – see Rate Section for more details. We will be happy to provide full plan details upon request. Basic features are included below:

<table>
<thead>
<tr>
<th>Features</th>
<th>Major Medical – UHC Base</th>
<th>Major Medical – UHC Buy-Up</th>
<th>Major Medical – UHC Premium</th>
<th>Minimum Value Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deductible</td>
<td>$1500</td>
<td>$500</td>
<td>$600</td>
<td>$5000</td>
</tr>
<tr>
<td>Coinsurance</td>
<td>70%</td>
<td>70%</td>
<td>80%</td>
<td>60%</td>
</tr>
<tr>
<td>Doctor Visit Co-Pay</td>
<td>$0 Preventative or $30 Non-Preventative</td>
<td>$0 Preventative or $25 Non-Preventative</td>
<td>$0 Preventative or $20 Non-Preventative</td>
<td>$0 Preventative or 60% covered after Deductible</td>
</tr>
<tr>
<td>Specialist Co-Pay</td>
<td>$60</td>
<td>$50</td>
<td>$40</td>
<td>60% covered after Deductible</td>
</tr>
<tr>
<td>Hospitalization</td>
<td>70% covered after Deductible</td>
<td>70% covered after Deductible</td>
<td>80% covered after Deductible</td>
<td>60% covered after Deductible</td>
</tr>
<tr>
<td>Emergency Co-Pay</td>
<td>$250</td>
<td>$200</td>
<td>$250</td>
<td>60% covered after Deductible</td>
</tr>
<tr>
<td>Prescription Co-Pay</td>
<td>$15/40/75</td>
<td>$10/35/70</td>
<td>$10/30/60</td>
<td>Deductible + $10/35/60</td>
</tr>
<tr>
<td>Out of Pocket Max</td>
<td>$5000</td>
<td>$5000</td>
<td>$4500</td>
<td>$5400</td>
</tr>
<tr>
<td>Maximum Benefit</td>
<td>Unlimited</td>
<td>Unlimited</td>
<td>Unlimited</td>
<td>Unlimited</td>
</tr>
</tbody>
</table>
Minimum Essential Coverage/Limited Medical Health Insurance

Whelan offers a Limited Medical plan that meets the employee mandate of the ACA Minimum Essential Coverage (but doesn’t meet the employer mandate). Employees who are offered the MVP plan described above are also eligible for this plan. This plan provides cost-effective benefit options that satisfy the basic needs of our employees. These limited medical indemnity plans are not intended to replace or become an alternative to a comprehensive major medical plan but they do include 100% coverage (in-network) for preventative benefits. We will be happy to provide more information on the Minimum Essential/Limited Medical Plan upon request.

Voluntary Supplemental Benefits

Additional voluntary supplemental insurance plans are offered to all of our employees:

- Dental Insurance
- Vision Insurance
- Short-Term Disability
- Accident/Critical Illness Indemnity
- Cancer Insurance
- Life Insurance (Term and Whole Life)
- Legal Access Plans (Identity Theft, Family Legal Protection, LegalGuard Plan)

Whelan Branded Uniforms

High quality and branded uniforms are provided to all Whelan personnel. Primary “military style” and “soft-look” uniforms are pictured below. Other styles can include “corporate look” and “casual style.” Some contracts include cleaning and maintenance of uniforms.
401(k) Plan

Whelan is proud to offer a comprehensive 401(k) Retirement and Savings Plan. All employees age twenty-one or older are eligible to participate after ninety days of employment. Employees may contribute on a pre-tax basis up to 90% of eligible earnings. A discretionary match is provided by the company in accordance with company performance.

Unlike most companies with few investment options, Whelan Security’s 401(k) offers a broad range of investment options from leading money managers. In addition to individual funds, employees can now also select portfolio allocator models that range from lower risk and reward potential to higher risk and reward potential. This new asset allocation program is designed to help participants optimize their investment.

Paid Vacations & Holidays

Unless otherwise specified by contract or Collective Bargaining Agreement, our vacation policy for full-time officers allows for one week after one year, two weeks after five years and three weeks after ten years of service. This policy may be amended to comply with the vacation policy of a client. Incumbent personnel retain seniority with respect to vacation benefits. We dispense vacation pay on the employee’s anniversary date so that they are receiving their money as soon as they have earned it, allowing the employee to utilize it however and whenever they see fit.

Unless otherwise specified by contract or Collective Bargaining Agreement, employees working holidays are paid time and a half wages for the following six major holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas. Other holidays can be included at client request.

Cash Pay Card/Direct Deposit

As an alternative to traditional paychecks, Whelan offers direct deposit to all employees who have checking and savings accounts. However, since many employees do not have bank accounts, Whelan has developed a cash pay card, called the ADP TotalPay Card, which combines the benefits of direct deposit with the convenience of ATM credit and debit cards. Employees using the cash pay cards do not need bank accounts and there are no credit checks. The participants can use the debit card to withdraw money at virtually any ATM and purchase products at any retail store.

Anonymous Employee Hotline (ReportLine)

Whelan has established an Employee Ethics and Compliance ReportLine. The ReportLine is available to accept reports or complaints 24 hours a day, 7 days a week. The employee may choose to make a call or web-based report anonymously; however, providing their name will allow a more direct and personal investigation and response. The sole purpose of the ReportLine
is to provide a direct link for the employee to report any ethics, compliance, or policy concerns to the appropriate person so that the issue can be promptly escalated and resolved.

All reports through Whelan’s ReportLine are automatically logged in Whelan’s web-based Case Management system which allows us to document all activities in a single, centralized database. The Case Management System allows Whelan officials to oversee investigations, manage workflow and track trends across the organization. It also provides us with a history of all investigations – from initial notification through final resolution.

🌟 Employee Assistance Program (EAP)

In an effort to help employees balance work, life and family, Whelan offers a no-cost, confidential employee assistance program for employees and their family members. The program provides support, guidance, and resources for issues related to education, lifestyle, wellness and fitness, dependent care, legal and financial and working smarter. The plan features include unlimited phone consultations with an EAP Counselor available 24/7, referrals to local counselors with up to three sessions at no charge, state-of-the-art website featuring planning tools, and free consultations with financial and legal professionals – plus discounts on legal services. Additional resources can be found on the interactive website.

🌟 Employee Recognition Program

Whelan has developed an Employee Recognition Program in acknowledgment of our security officers, supervisors and managers for outstanding performance and loyalty to the organization. The program includes but is not limited to the following elements:

“Values” Employee Magazine
This is a high-quality professionally developed employee magazine that is mailed to all of our employees (and clients). Features include employee stories, client profiles, ownership reports and highlights of employee programs, as well as public recognition and praise for the employees receiving many of the awards listed below.

“A Salute to Excellence” Newsletter
We distribute an electronic newsletter to all of our employees recognizing and praising significant employee accomplishments that occurred during the previous quarter.

Shining Star Awards
- Officer of the Month (Distributed at each Branch/Strategic Account)
- Officer of the Year (Distributed at each Branch/Strategic Account and Company-Wide)
- James T. Whelan Award – The Founder’s Award recognizes employees who have exemplified the Whelan ideals and core values over an extended period of employment

Making a Difference Awards
This special award recognizes employees for “above and beyond” behavior that truly exemplifies positive customer service attributes and/or performance.
**Employee Longevity Program**
We celebrate employee tenure at 1, 3, 5, 10, 15, 20, 25, 30, etc. years of service with certificates, gifts and public recognition from management.

**Safety Suggestion Awards**
Discretionary awards are given to employees that submit safety suggestions which help reduce the risk of injury at client facilities.

**Account-Based Recognition Programs**
Many accounts have customized recognition programs that reward employees for exceeding account-specific objectives.

**Special Awards**
We recognize employees who distinguish themselves through exceptional performance of duty or who demonstrate courage, and we celebrate outstanding performance, teamwork, and perfect attendance.

**Referral Bonuses**
Monetary awards are provided to employees that refer new employees and/or new accounts to Whelan.

Additionally, in Performance-Based Contracts where profit reductions or bonuses are tied to performance, we are proud to offer our security personnel 50% of any bonuses that are earned as a demonstration of our appreciation for their efforts in helping to earn the bonus.
Training and Development

10-Star Training Program  
(Whelan Academy of Professional Development)

Whelan views training as one of the most critical elements of a successful security program and fundamental to the performance of professional security officers. Our training program is built around two key principles:

- Supporting our recruiting model of attracting career-minded individuals
- Utilizing technology to bolster our in-person training with interactive efficiency

Based on our focus upon these principles, we place a significant emphasis on employee development and progression.

Our **10-Star Training and Development Program** is provided through our Whelan Academy of Professional Development and managed through our Learning Management System (LMS), which is an automated platform used for the administration, documentation, tracking and reporting of all of our training programs listed below. The LMS manages training and educational records, distributes courses over the internet, and automates record-keeping and employee registration. This technology is used to ensure that properly trained personnel are placed on jobs to meet all post-specific training requirements as well as to utilize the data as part of employee promotion decisions. Upon selection into our company, each employee is provided a unique password into the system, and can enter our eLearning Academy via [www.whelansecurity.com](http://www.whelansecurity.com) at any time, 24 hours a day, 365 days a year.

The 10-Star Training and Development Program provided through the Whelan Academy of Professional Development includes the following essentials, all of which are offered through a combination of classroom and on-site training, as well as interactive online learning tools and self-study modules.

🌟 Welcome to Whelan Orientation

All candidates who have successfully completed and passed the P.E.A.K. modules (Star 10 of Employee Selection Process) will go through Welcome to Whelan Orientation prior to being sent to the job site to begin work. This orientation includes an overview of Whelan’s history, business philosophies and culture, Mission and Values, explains our policies, procedures and operating systems and details employee benefits. The orientation also includes the following:

- Safety Program
- First Aid/CPR/AED Training (based on client contract/pre-assignment or within 90 days)
- Customer Service Training
Our Customer Service Training includes the *Give ‘em the Pickle* Program, a nationally recognized customer service training video that is utilized by the *Ritz-Carlton* for all of their service employees. Born out of this training is the Whelan Customer Service Challenge based upon the 3 Steps of Service taught by the *Ritz-Carlton*. This training teaches our security officers how to consistently deliver customer service in every interaction with tenants, guests, visitors and employees of our clients.

**Step 1:** Warm and Sincere Greeting  
**Step 2:** Fulfillment of Needs (including how to deliver unwelcome information based on Post Orders)  
**Step 3:** Fond Farewell

The Warm and Sincere Greeting should always include a “good morning, afternoon or evening,” the Fulfillment of Needs should always include a “how can I help you today?” and the Fond Farewell should always include “have a great day or evening” and the words “my pleasure.” Our challenge to our security personnel is to deliver this customer service approach consistently with a smile, eye contact and confidence EVERY SINGLE TIME!

The content of this training can be delivered either through in person classroom training or interactive online technology in rural settings or stand-alone accounts.

🌟 On-the-Job Training (OJT)

Once an employee completes our Welcome to Whelan Orientation, he or she begins their site specific on-the-job training if there is on-site training required beyond post order knowledge. On-the-job training programs are created at applicable client locations through the combined efforts of the client, the Whelan on-site manager (where applicable) and a branch staff member. This training is often administered by supervisory level personnel or a qualified training representative. Newly assigned personnel should be able to demonstrate an understanding of policies, procedures and job requirements upon their assignment at any facility or post. OJT training, where applicable, focuses on the site specific duties to be performed by security personnel assigned to the contract including any specific security concerns – and shall additionally include the following:

- Requirements and Duties of Post Assignment  
- Performance of Special Assignments  
- Emergency Procedures and Contacts  
- Post Order Procedures and Processes – Post Specific

Remedial training will be conducted as necessary for those security personnel who demonstrate a lack of knowledge to adequately perform their assigned duties.
Individual Quality Audits (IQA)

A key component of training comprehension and retention of knowledge is a continuous education process. Whelan has developed 12 monthly topical training tests called IQA’s which are designed to inspire ongoing understanding of critical concepts at each account. Where required and when utilized, IQA’s are administered at the same time as personnel inspections are completed by Whelan site or branch level management. If requested by the client, the assessments can be customized to individual site locations. Remedial training will be conducted as necessary for those security personnel who demonstrate a lack of knowledge as evidenced through IQA results.

In-Service Training/Table-Top Exercises

In-service training classes are provided on a contractual basis at client request. These classes and training programs can be delivered through traditional classroom instruction, table-top exercises or on-line coursework, and cover a variety of topics such as Emergency Preparedness, Active Shooter, Non-Violent Crisis Intervention, Advanced Customer Service, Workplace Safety, CFATS, CVI, OSHA 10 Safety Training, First Responder and Bloodborne Pathogens – to name a few. In addition to labor costs, some of these courses include additional course material costs as well.

The majority of this training can be delivered at the local level, but Whelan also provides two expert corporate resources with backgrounds in the FBI and CIA Counterterrorism Units (one of whom is a frequent expert contributor on Fox News and CNN). In addition to writing terrorism and security briefings for our clients, these gentlemen are available upon request to come onto your site and deliver Active Shooter and Emergency Planning table-top training exercises.

The Advanced Customer Service module incorporates elements of customer service training from world-class service organizations such as Ritz-Carlton, Southwest Airlines, Disney, Lexus and Chick-fil-A. This course not only expands upon the concepts taught to all of our employees during the Welcome to Whelan Orientation (including Give ‘em the Pickle video, Ritz Guest Satisfaction Measurements and 3 Steps of Consistent Service) but also provides customer service skills training from another highly acclaimed organization called Learning International.

eLearning Basic Security Officer Learning Series

While Stars 2-4 of our 10-Star Training and Development Program are delivered as part of site specific training at various intervals at the job site, the Basic Security Officer Learning Series is the next level of employee development training beyond the Welcome to Whelan Orientation. This Learning Path consists of 10 online training modules available to our employees on a voluntary basis. Many of the topics in this series are similar to those assessed in the P.E.A.K. step of our selection process and serve to reinforce that information. All 10 modules of the Basic Series must be completed before moving onto the next stages of our Whelan Academy of Professional Development.
Upon completion of the Basic Security Officer Learning Series, our employees are invited to complete the Intermediate Security Officer Learning Series on a voluntary basis. This Learning Path consists of 9 online training modules. Many of the topics in this series are similar to those assessed in the P.E.A.K. step of our selection process and serve to reinforce that information. All nine modules of the Intermediate Series must be completed before moving onto the next stages of our Whelan Academy of Professional Development.

- Automated External Defibrillators
- Elevator Safety
- Facility Fire and Life Safety Systems
- Fire Life Safety and Building Evacuation
- Media Management
- Workplace Violence
- Bomb Threats
- Harassment
- Indicators of Terrorist Surveillance

Upon completion of both the Basic and Intermediate Learning Series, our employees receive access to our Advanced Continuing Education Learning Series. In addition, completion of both Basic and Intermediate Learning Paths is one of the considered qualifiers for promotion or potential assignment to a supervisory position within our company. If selected for a supervisory position, the employee will be required to complete the Supervisory Learning Path 1 that is detailed later in the program.

**eLearning Advanced Continuing Education Learning Series**

Once an employee has completed both the Basic and Intermediate Learning Series, he or she is eligible to begin training in our Advanced Continuing Education Learning Series. This series provides our employees with free access to over 400 different online training modules covering nearly every topic relevant to the security field. Many of these modules were developed by a well-respected and industry leading interactive training organization called Critical Information Network (CINet).
We are happy to provide the titles of all 400+ online modules in this curriculum upon request, but have highlighted below the different Learning Paths that we have developed for our employees to complete. Unlike the Basic and Intermediate Series Learning Paths, these do not need to be completed in any particular order.

- Continuing Education Learning Path I: Advanced Customer Service
- Continuing Education Learning Path II: Advanced Security Procedures
- Continuing Education Learning Path III: Advanced Patrols and Fixed Posts
- Continuing Education Learning Path IV: Advanced Emergency Situations & Workplace Violence
- Continuing Education Learning Path V: Advanced Fire Protection and Life Safety
- Continuing Education Learning Path VI: Advanced Officer Safety and Survival
- Continuing Education Learning Path VII: Advanced Patrols and Fixed Posts
- Continuing Education Learning Path VIII: Advanced Investigations
- Continuing Education Learning Paths IX-X: Supervisory Learning Paths I and II

Upon completion of each Advanced Continuing Education Learning Path, our employees earn a Special Recognition Certificate. In addition, the completion of Learning Paths in this Advanced Continuing Education Learning Series can be tied directly to wage increases specific to a client contract.

🌟 eLearning Supervisory Learning Series

The Advanced Continuing Education Learning Series includes two Supervisory Learning Paths. All Whelan employees moving into or hired for hourly Site Supervisor roles must complete the Supervisory Learning Path I online modules within the first 90 days on the job to remain in his or her supervisory role. These modules include:

**Supervisory Learning Path I**

- Principles of Leadership I
- Principles of Leadership II
- Effective Communications
- Employee Performance Evaluations
- Time Management
- Behavior and Motivation
- Counseling and Sexual Harassment
- Substance Abuse
- Discrimination and Affirmative Action
- Career Development Opportunities

Prior to moving into a higher-level position of salaried Project Manager (or Account Manager), an employee must complete both the Supervisory Learning Path I Series and the Supervisory Learning Path II modules. CSM’s, NAM’s and MSS’s are also required to complete this learning path. These modules include:
Supervisory Learning Path II – Supervisory Excellence

- Customer Service as a Security Function
- Emergency Preparedness and Crisis Management
- Handling Multiple Priorities
- Leadership Principles
- Professional Standards
- Security's Role in Reducing Business Risk
- Sexual Harassment
- Supervisor Communication

🌟 Management Training

Operations Leadership Academy

Salaried employees who have completed the Supervisory Learning Path I and II will be given the opportunity to participate in the Operations Leadership Academy and internal certification process. This course takes a deeper dive into topics such as leadership, transactional customer service, relational customer service, employee engagement, interviewing, employee discipline, training, safety, scheduling, post order development, KPI reporting, personnel inspections and value-added services. Salaried Project Managers (Account Managers), CSM’s, NAM’s and MSS’s are provided this training and internally certified upon completion.

GM Leadership Academy

General Managers and RVP’s complete an expanded version of the Operations Leadership Academy that also includes elements of sales, human resources and financial training.

🌟 Specialized Training

Whelan’s training curriculum offered through our Whelan Academy of Professional Development provides courses and on-line modules that can be relevant to any vertical market segment that we serve, including Commercial Real Estate, Manufacturing/Industrial, Residential, Critical Infrastructure, Healthcare, Education and more. In direct alignment with our company value of “flexibility,” we work with our clients to select specialized training curriculum that is most relevant to each client site and industry, as opposed to a “one-size-fits-all” vertical market program.

ASIS International Certified Protection Professional™ (CPP) Program

Whelan highly encourages and supports our managers’ efforts to pursue the Certified Protection Professional (CPP) designation from the ASIS International. A significant percentage of Whelan senior and middle managers possess this board certification.
Field Support Value-Added Services

The core elements of our service delivery program covered on the previous pages offer one of the most comprehensive and qualitative security programs in the industry delivered by our senior, regional and branch management teams. However, Whelan prides itself in providing far more than standard security management of a contract guarding program. Under the senior oversight of Senior Vice President Mark Porterfield, CPP, and his Field Support Team, we offer a menu of value-added services in the areas of:

- Security Assessment and Life Safety Program Design
- Post Order Development
- Safety Program
- Vertical Market Customization
- Emergency Response Services
- Event Services
- Technology
- Transition Management

SNAPS Security Survey

For clients or prospects that are seeking confirmation that you are providing the most efficient and effective security program for your facilities, Whelan can provide at client request our Security Needs Analysis Planning Survey (S.N.A.P.S.). In an effort to demonstrate proper return on investment (ROI), the purpose of this survey is to determine if you are delivering the “right” amount of security for your facility with a dual eye towards risk and budget, while also determining what gaps exist in the security program and making suggestions on how to close those gaps. This survey should not be construed as a comprehensive risk assessment or an expert report, but rather an operational analysis of your security program and suggestions for improvement and/or potential cost savings.

For clients requesting this assessment, the survey is completed free of charge by one of our Board Certified Protection Professionals (CPP). The survey is typically completed during the transition phase of a new contract.

Post Order Development

At a client’s request, Whelan can design the post orders for your site security program through our proprietary post order template. Post orders are critical to the success of our services at your facility. These manuals are used to initially train our employees, provide refresher training and provide rapid access to detailed information for handling complex or emergency procedures. They will be prepared to fit the specific needs of each post and will be kept current. Additionally,
post orders will be audited regularly and updated and/or re-published every year at minimum. Whelan Security understands the importance of post orders and is able to update and incorporate special directions easily and efficiently.

**Safety Program**

At Whelan, safety is always a top priority. Whelan maintains a comprehensive Safety Program and Plan for utilization at all customer sites. This plan is marked by several elements:

- Safety Awareness assessment during P.E.A.K.
- Safety Training during On-the-Job Training
- Safety Training on our Learning Management System
- Safety as the First KPI Metric of The Truth Report Scorecard (zero tolerance on lost time accidents)
- Emergency and Evacuation Plan included in Post Orders
- OSHA Incident Tracking

The following are optional components of the safety plan for specific accounts.

- Customized Safety Plans for vertical markets including healthcare, education, bio-tech, high-tech, high-rise, oil & gas, chemical and manufacturing
- Regulatory Safety Plan at critical infrastructure facilities
- Daily Safety Moment Program for any requesting client

As a result of Whelan Senior Leadership’s commitment and ownership of safety, Whelan maintains very low experience modification ratings (EMR).

**Vertical Market Customization**

We currently provide services to dozens of industries and facility types, however over 95% of our customer base falls into one of 15 different vertical market segments (listed below).

- Commercial Real Estate
- Manufacturing and Industrial
- Distribution and Logistics
- Corporate Campus
- Energy/Petrochemical
- Healthcare
- Bio-Tech
- High-Tech
- Government
- Financial
- Educational
- Transportation
- Residential
- Retail
- Special Event

While many clients seek standardized “generalist” services, Whelan is capable of providing customized services to meet unique facility needs in two primary ways – 1) customized training specific to client/industry needs, and 2) leadership from security practitioners with experience in the specific industry segment.
In support of that belief, we will invest in our most important asset – our people – to enhance their knowledge, skill and professionalism at your unique facility. In direct alignment with our company value of “flexibility,” we work with our clients to select specialized training curriculum from our online library of over 400 courses that is most relevant to each client site.

Furthermore, we can boast experienced security practitioners with specific experience and active industry association participation in most of the segments listed above. Customized services can include consultative support in the areas of security program development, post order development, emergency and life safety planning, security assessments, implementation and transition plan development and audit/compliance with industry and governmental standards that exist in various industry segments.
Technology

Whelan utilizes carefully selected technology to support our operational processes. It is our goal through these processes and tools to manage your security contract professionally and efficiently. The end result is congruent with our mission statement – “To Deliver Maximum Value to Our Customers.”

eHub Client and Employee Portal

At Whelan Security, our goal is to continue to earn your business each and every day and to continue to make it easier for you to do business with us. With that in mind, we are pleased to provide to our customers an account-specific portal which allows us to enhance communication, knowledge-sharing, and reporting specific to your account. In addition, the information provided through this automated mechanism called eHub drives accountability and transparency from us to our customers and continues to increase the quality of our service.

Through our client and account specific portals, Whelan clients can do the following:
<table>
<thead>
<tr>
<th>FEATURE</th>
<th>BENEFIT</th>
</tr>
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</table>
| View current and past invoices and supporting documentation for the past 18 months | • Provides a repository for invoice reconciliation  
• Reduces billing-to-payment turnaround time |
| Print or export invoices in a variety of formats | • Export financial information for reports, projects, visuals and easy sharing  
• Maintain paper copies |
| Submit paperless requests for additional work | • Eliminates manual processes  
• Convenient and easy-to-use  
• Reduces response time |
| Receive request confirmations and view status of requests | • Reassures customers in real-time that requests are being addressed |
| View Employee Turnover Reports | • Review employee turnover by job  
• Increase knowledge-sharing |
| View Employee Roster Reports | • Understand exactly who is working your site(s) |
| View Compliance Reports | • Increases accountability that every employee meets the job site requirements |
| Perform inspections/surveys | • Increases quality of service  
• Provides accountability  
• Decreases paper and processing time  
• Automates inspection process  
• Photos add verification and clarity  
• Be notified when inspections have been completed |
| View results & deficiencies | • Decreases response time on deficiencies  
• Results display quality goals (see our Quality Assurance section for more details) |
| View scheduled work at job sites | • Stay informed on work performed at job sites  
• Ensures accountability |
| View messages, events, links, images and documents | • Receive job-specific or global information  
• Improve communication lines |

In addition, eHub provides the same automated portal for our employees to give them the ability to modify personal data such as insurance beneficiaries, investment vehicles, address changes and tax deductions, print pay stubs, review work schedules and receive safety alerts and other mass communications from Whelan.
eHub can easily be accessed from Whelan’s website (www.whelansecurity.com). For assistance accessing your personal account as well as a personal tutorial, please contact your local Whelan representative or call our corporate support center at 1-888-4Whelan.

**Talent Management System (TMS)**

In order to attract qualified talent, Whelan has adopted technology to enhance our recruiting and qualification efforts. Recruiting, applicant tracking, assessment, pre-employment background screening, and on-boarding are processed through our **Talent Management System (TMS)**. This online system automates all job requisition postings via the career center of our website (www.greatsecurityofficers.com) as well as dozens of career web hosting sites such as Monster and CareerBuilder. In addition, the TMS sources candidate capabilities via a series of pre-qualification questions, tracks applicant flow and hiring trends, and documents and reports EEOC data and Affirmative Action requirements.

The Talent Management System has allowed our Hiring Managers to be more effective, efficient, and discerning in our selection process. Since the launch of the TMS in 2010, only 1 out of every 12 applicants was hired by Whelan out of over 260,000 applicants, illustrating both the quantity and quality of our recruiting, talent management and background check processes.

Through the automated TMS, Whelan can quickly locate the best available and most qualified candidates for your site. Our goal is “matching the right people to the right environment.”
Learning Management System (LMS)

Developed in partnership with Intellum and RedVector, Whelan has created/launched hundreds of online training modules available to all employees. Upon selection into our company, each employee is provided a unique password into the system, and can enter our eLearning Academy via www.whelansecurity.com 24 hours a day, 365 days a year.

Technology is used to track all training for every employee through our Learning Management System (LMS). This system is tied to our eLearning Academy to automate and track the training progression of every Whelan employee. This process is used to ensure that properly trained personnel are placed on jobs to meet post-specific training requirements.
WhelanVIEW Technology Tools

Through our Strategic Technology Alliances, Whelan can deploy a myriad of technology tools to our security officers and security managers on the same robust and virtual WhelanVIEW platform. This platform allows our officers to capture and report critical information from the field while supervisors can track their exact locations. In turn, this presents you with an extraordinary “view” into your security operations. Being alerted electronically of incidents and events in the field within seconds of their occurrence gives you the distinct advantage of being able to mitigate security issues in a timely and efficient manner.

The primary difference of our technology platform from all the others is the ability to customize to meet the needs of each customer. WhelanVIEW is not a “one-size fits all” or a “cookie cutter” solution, but rather a scalable technology designed to fit the unique needs of each customer.
A general description of each WhelanVIEW tool and its associated features is described below:

**V-Post** is an interactive guard post management system used for information sharing and communication between security officers, supervisors, managers and customers. V-Post is an essential compliment to the officers assigned to any facility, guaranteeing state-of-the-art information management. **V-Post** is offered in two different versions as highlighted below:

**V-Post**
* (always free to our customers who provide computer and access)*

- Capture time and attendance data
- Complete electronic daily activity reports
- Complete electronic incident reports
- Complete electronic pass-down logs

**V-Post Premium**

Everything offered in V-Post, plus the following:

- Complete electronic post orders
- Process visitors through visitor management system
- Manage assets/keys inventory
- Send email through system
- Send customizable alerts and notifications
**V-Tracker** is a handheld portable platform which combines V-Post, V-Tour, and V-Inspector. Effectively carry out and monitor your security guard operations, including post order delivery, incident reporting, guard tour verifications, quality of service verifications, post order delivery, voice communications, and GPS tracking.

- Process and report key activity in real-time
- Automate processes for wireless push and pull of information
- Track personnel and verify locations via GPS and NFC (Near Field Communication)
- Generate web-based alerts and reports per customer specifications
- Trend incident reporting (with pictures)
- Capture 'clean' information via input validation

**V-Logistics** is a handheld logistics and inspection system designed to improve the efficiency and effectiveness of logistics and property inspection documentation.

- Administer customized inspections of drivers or delivery persons
- Capture delivery vehicle information in real-time, including tractor, trailer, seal, carrier name, and cargo information and obtain signatures, photographs, notes and other data

**V-Inspector** is a handheld field inspection and quality assurance system designed to assess and improve the effectiveness of security operations. Information vital to the efficiency of operations, personnel, sites, and/or equipment, is easily captured with the latest handheld technology (any smartphone) and relayed via the Internet for further analysis.

- Conduct computer-guided inspections using customizable templates
- Spend more time in the field and less time in the office
- Document inspection activities with photos and signatures

**WinTeam Automated Payroll, Billing and Scheduling System**

Whelan utilizes a payroll, billing and scheduling system called WinTeam, a software product of Team Financial. This automated management system integrates scheduling, payroll and client billing and ensures that proper shift scheduling will drive correct payroll, which in turn will drive correct billing. Some of the benefits of WinTeam include:
- Complete integration with payroll and billing to eliminate errors
- Instant selection and availability status of personnel to accommodate scheduling changes and minimize scheduling inefficiencies such as unnecessary overtime
- Automated tracking of security officer training and capabilities to match with the Essential Functions Profile for your site

**TeleTeam Post Confirmation System**

*TeleTeam* is an automated, interactive tele-monitoring system that ensures officer safety and consistent post coverage. With *TeleTeam*, security officers must telephone in to the system at the beginning of the shift and at periodic intervals as identified in each contract. *TeleTeam* logs the call and recalls back to the post for verification automatically. Failure to respond to *TeleTeam* brings an immediate response from Client Services or Field Supervision so that we are proactively solving any potential open post situations.
Transition Plan

New account start-up procedures are critical to the success of any client relationship. It is our goal at Whelan to minimize the volatility of change by ensuring as seamless a transition as possible with very little involvement required of the client. In normal circumstances, we recommend a 30 day transition process for a successful start-up, although that time frame can be reduced in emergency situations and lengthened for large or complex applications. Depending on the scope of award with Mid Michigan Community College, we would recommend a 45 day transition period.

Our transition methodology is based on the U.S. Military’s backward planning concept. First we identify the critical event (contract start date) and when it must occur, often referred to in military circles as “take the enemy” day. We will then identify and create a list of all of the necessary actions that must occur prior to the critical event in order to ensure the desired outcome, and manage backwards from that event. Whelan can cite a successful track record of relevant past performance and proven expertise in managing large, complex, and multi-site locations. Our experience gives us the confidence to design and support our business for any client in using “best in class” practices which are based on leveraging efficiencies, innovation, measurable results, and continuous improvement.

Upon award of contract, we will immediately assemble and deploy a transition/program development team. This team will be comprised of key Whelan Security representatives and functional practitioners in the areas of security operations, human resources, benefits, training, finance, and administration, with the size of the team determined by the size and scope of the transition. The critical objective of each individual assigned to the Transition Team will be to launch a transparent transition and design and initiate the appropriate business processes needed to support our new business opportunity.

Whelan has selected Matthew Warn, General Manager, to serve as the Transition Lead for Mid Michigan Community College. Other members of the transition team will include local, regional and national resources to ensure a seamless and successful transition.

- Robert Burns, Senior Vice President
- Robert Langrel, Regional Vice President
- Victoria Futch, Client Services Manager
- Derrick Babcock, Business Development Manager
- Belinda Brown, Recruiting Specialist

Transition Timeline and Plan

As part of the transition, we will provide a detailed weekly Transition Matrix Spreadsheet that details and color codes all tasks to be completed each week and identifies the responsible
employee for each task. This spreadsheet is updated and provided to our client contacts on a weekly basis. Please see a sample of this matrix below:

![Sample Transition Matrix Spreadsheet](image)

The transition matrix and plan is broken down into four key functional areas – administrative, personnel, operations and insurance/legal.

For each transition, we will customize site specific steps that align closely to steps in the Transition Timeline spreadsheet that will be precisely followed.

**Administrative Plan**

The administrative plan includes the critical step of the initial transition meeting followed by other key administrative tasks.

**Key task dimensions include:**

- Transition Launch Meeting with all functional team members from Whelan and Client
  - Identification of selection criteria for security officers at each site
  - Articulation of Critical Success Factors for each plan phase and major tasks
  - Detailed assessment of staffing and training needs and issues
  - Information systems needs assessment
  - Outline of transition benchmarks, measurements, time frames and phase deliverables
  - Plan validation with key representatives
  - Discussion of labor relations issues
  - Development of “pre-launch” checklist

- Contingency Plan Developed for short-notice Start-Ups
- Equipment needs identified
- Uniforms ordered
- Equipment ordered
- Weekly transition update meetings with site clients
- SNAPS Security Survey to determine gaps
- SNAPS Security Survey results
- Billing formats finalized and entered into our system
- Automated transition updates through communications portal (if applicable)

**Personnel Plan**

The personnel portion of the transition plan includes all areas related to personnel and human resources. The most critical step of the entire transition is the job fair(s) and orientation(s) with the incumbent personnel to determine who may be eligible and qualified to transition to Whelan and to answer frequently asked questions about benefits, tenure, compensation, policies, procedures and company culture and defuse rumors that may be occurring about the change – thus the reason that this is the first task completed immediately after the Transition Launch Meeting.

**Key task dimensions include:**
- Job fair(s) and orientation(s) with current personnel
- Placement of recruiting ads and job postings
- Development of job descriptions for each position
- Recruiting of new personnel
- Background check process completed on incumbent personnel
- Incumbent personnel complete PEAK program and offered job
- Background checks completed on new personnel
- New personnel complete PEAK program and offered job
- Personnel trained on-site
- Employees entered into payroll system
- Benefits administration for personnel

**Operations Plan**

**Key task dimensions include:**
- Review of current post orders
- Review of current emergency plans
- Development of new post orders and emergency plans
- Development of safety program
- Post orders/emergency procedures/safety program finalized
- KPI’s developed and approved
- IQA Training Tests developed and approved

**Insurance and Legal Plan**

**Key task dimensions include:**
- Certificate of insurance issued
- Contract signed
Continuous Operations

Once the partnership shifts from transition to service phase on the start date, Whelan will continue to identify ways to improve productivity and service as well as lower costs through our Quality Assurance Program. We will also audit the costs and financial factors associated with our service and seek to identify ways to reduce costs, enhance efficiencies, deploy technology and create innovative methods to protect the people, intellectual property, and physical assets of our client. We believe efficiencies can be achieved in the areas of safety and workers compensation, customer and employee satisfaction, incident management, training, security assessments, development of Account Management, turnover control and constant KPI evaluation.

Online Transition Communication Technology

In addition, we have developed online transition technology that allows us to communicate among all internal transition team members and with all external client contacts demonstrating tasks that are due and tasks that have been completed. We are more than happy to utilize this software for your transition, and will provide a demonstration upon request during our presentation. Please see a screen shot of this online technology below reflecting the Milestones page of the site:
Client References

Whelan successfully provides service to many recognizable companies. A partial list of our major clientele includes: Alliance Data, Amdocs, American Red Cross, Archer Daniels Midland, Cassidy Turley, CB Richard Ellis, CDW, Cincinnati Bengals, Colliers International, Commerce Bank, Cox Communications, Discovery Communications, Discover Financial, eBay, Enterprise Holdings, Golub Realty, Granite Realty, Grubb & Ellis, Hewitt & Associates, Hines, Invista, Jones Lang LaSalle, JP Morgan Chase, Kansas City Chiefs, Lambert International Airport, Lucas Film, Marathon Oil, McLane, MillerCoors, Minnesota Vikings, Nissan, Oregon State University, Peabody Energy, Pepsico, PM Realty, Rackspace, Redico Management, REIT Management, Samsung, Southwest Airlines, Spectra Energy, St. Anthony’s Hospital, St. Louis Cardinals, Toyota, TransWestern Realty, University of Iowa, Western Union, Woman’s Hospital, YRC Worldwide and Zeller Realty.

Local References

Michigan based client references can be provided directly to you upon request. We have not provided local references due to the RFP stating that all documents would be subject to FOIA and it is our desire to keep local reference information confidential to those outside of the MMCC community.

National Educational References

KIPP DC (Community of Charter Schools)
Lorraine Ramos
Washington DC
(202) 207-7946

Minneapolis Public Schools
Jason Matlock
Minneapolis, MN
(615) 290-0056

St. Louis University High School
Charlie Clark
St. Louis, MO
(314) 531-0330

Whelan Security Co. provides service to many recognizable educational campuses. A partial list of our major clientele includes: Forest Lake High School, Graceland University, Hogan Prep Elementary, Hogan Prep Academy Middle School, Imagine Schools, KIPP DC, Minneapolis Public Schools, Quachita Baptist University, Ranken Technical College, Springfield Catholic Schools, ST., University of Colorado, and the University of Oklahoma.
Insurance

Whelan offers comprehensive insurance coverage in the following limits of liability:

- Automobile Insurance: $1 million Combined Single Limit
- General Liability: $1 million per occurrence/$3 million aggregate
- Umbrella: $24 million per occurrence/$24 million aggregate
- Workers Compensation: Statutory limits with $1 million Employers Liability
- Fidelity/Commercial Crime: $1 million

Combined Limits (including excess):

- General Liability - $25 million per occurrence/$27 million aggregate
- Automobile & Employers Liability - $25 million combined single limit

Sample certificates of insurance can be provided upon request.
Financial Position

In comparison to the industry, our financial ratios (liquidity ratios including current and quick ratios, profitability ratios including return on equity and assets, efficiency ratios, and capital structure ratios) far exceed the industry averages; and Whelan Security carries almost no external debt as we finance our business almost entirely from internally generated operating cash flow.

For credit information, our Dunn and Bradstreet number is 07-696-6191 and credit rating is 1R2.

Our Chief Financial Officer, Michael Basler, would be happy to discuss any additional information you need or address any questions you may have. In addition, he is prepared to provide financial statements, upon request, in a controlled environment as we prefer not to release this information unless absolutely necessary during due diligence of vendor qualifications. In addition, we can provide bank and accounting firm references or ask that these references to be available upon your request.
Rate Structure

Whelan Security’s focus on your return on investment (ROI) allows us to provide the best value for your security dollar through performance that exceeds your expectations and allows us to live up to our promises. Our goal is never to offer you the lowest price, which brings with it high employee turnover, poorly trained security officers and high liability risk. Rather, we recommend a rate structure that will tender the best value, deliver quality service at a fair price, excellent performance and return on investment.

Our rates are driven by selection of the correct wage and benefits structure through the use of online compensation guides and the service delivery program that you have requested. Whelan has partnered with the Economic Research Institute (ERI) as our primary source for gathering wage information for each position in each market. While we also utilize other government websites and classified advertising data, we have found the ERI research data to be the most comprehensive and accurate of all compensation sources.

Unarmed Rate Table: Medical Insurance Covered By Whelan Security Co.

<table>
<thead>
<tr>
<th>Position</th>
<th>Weekly Hours</th>
<th>Hourly Bill Rate</th>
<th>Holiday/OT Bill Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officer</td>
<td>94</td>
<td>$14.57</td>
<td>$21.86</td>
</tr>
<tr>
<td>Supervisor</td>
<td>40</td>
<td>$15.75</td>
<td>$23.62</td>
</tr>
</tbody>
</table>

Unarmed Rate Table: Medical Insurance Covered By MMCC.

<table>
<thead>
<tr>
<th>Position</th>
<th>Weekly Hours</th>
<th>Hourly Bill Rate</th>
<th>Holiday/OT Bill Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officer</td>
<td>94</td>
<td>$14.25</td>
<td>$21.37</td>
</tr>
<tr>
<td>Supervisor</td>
<td>40</td>
<td>$15.43</td>
<td>$23.14</td>
</tr>
</tbody>
</table>

Armed Officer Rate Table: Off Duty/Retired Law Enforcement Officers Only

<table>
<thead>
<tr>
<th>Position</th>
<th>Weekly Hours</th>
<th>Hourly Bill Rate</th>
<th>Holiday/OT Bill Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Officer</td>
<td>94</td>
<td>$28.00</td>
<td>$42.00</td>
</tr>
<tr>
<td>Supervisor</td>
<td>40</td>
<td>$28.00</td>
<td>$42.00</td>
</tr>
</tbody>
</table>
## VI-A: Calendar of Events

### Board Consideration: Information

#### Background:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 6</td>
<td>Winter Semester Ends</td>
</tr>
<tr>
<td>May 7</td>
<td>Commencement</td>
</tr>
<tr>
<td>May 16</td>
<td>Spring Classes Begin</td>
</tr>
<tr>
<td>May 20</td>
<td>MCCA Executive Committee – 10:00 a.m., Lansing</td>
</tr>
<tr>
<td>May 30</td>
<td>Memorial Day – College Closed</td>
</tr>
<tr>
<td>June 7</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>June 7</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>June 24</td>
<td>Spring Semester 6 week Classes Ends</td>
</tr>
<tr>
<td>June 28</td>
<td>MMCC Board of Trustees Special Hearing, “Truth in Taxation”- 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>June 28</td>
<td>MMCC Board of Trustees Workshop – 6:05 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>June 28</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>July 4</td>
<td>Independence Day – College Closed</td>
</tr>
<tr>
<td>July 8</td>
<td>Spring Semester 8 week Classes End</td>
</tr>
<tr>
<td>July 26-29</td>
<td>MCCA Summer Conference – Mackinac Island (see attached draft Schedule)</td>
</tr>
<tr>
<td>Aug 5</td>
<td>Spring Semester 12 week Classes End</td>
</tr>
<tr>
<td>Aug 9</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Aug 9</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Aug 24</td>
<td>Faculty Orientation Day</td>
</tr>
<tr>
<td>Aug 27</td>
<td>Fall 2016 Semester Begins</td>
</tr>
<tr>
<td>Sept 5</td>
<td>Labor Day – College Closed</td>
</tr>
<tr>
<td>Sept 6</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Sept 6</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Sept 23</td>
<td>MCCA Executive Committee – 10:00 a.m., Lansing</td>
</tr>
<tr>
<td>Sept 18</td>
<td>Annual MMCC Barbeque &amp; Fall Festival - Noon, Harrison Campus</td>
</tr>
<tr>
<td>Sept 29-30</td>
<td>MCCA Student Success Summit - 11:00 a.m., Lansing</td>
</tr>
</tbody>
</table>

Continued on next page.
### VI-A: Calendar of Events Continued

**Board Consideration: Information**

**Background:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 4</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Oct 4</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Oct 20 &amp; 21</td>
<td>MCCA Autumn Board of Directors Meeting, Grand Rapids Community College</td>
</tr>
<tr>
<td>Nov 1</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Nov 1</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Houghton Room, Harrison</td>
</tr>
<tr>
<td>Nov 18</td>
<td>MCCA Executive Committee – 10:00 a.m., Lansing</td>
</tr>
<tr>
<td>Nov 25</td>
<td>Faculty Professional Development Day, No classes</td>
</tr>
<tr>
<td>Dec 6</td>
<td>MMCC Board of Trustees Workshop – 6:00 p.m., Ester C. Conference Room, Harrison</td>
</tr>
<tr>
<td>Dec 6</td>
<td>MMCC Board of Trustees Regular Meeting – 7:00 p.m., Ester C. Conference Room, Harrison</td>
</tr>
<tr>
<td>Dec 18</td>
<td>Fall Semester Ends</td>
</tr>
<tr>
<td>Dec 24-Jan 3</td>
<td>College Closed</td>
</tr>
</tbody>
</table>

**Recommendation:**

None.
Mid Michigan Community College Board of Trustees

Agenda Sheet

May 3, 2016

Agenda Item: VI-B: Board Comments-Other Business

Board Consideration: Information

Background:

1. Commencement 2016 – The ceremony will take place at Clare High School on Saturday, May 7 at 11 am. Trustees can confirm their attendance by contacting Ms. Clayton. Lunch reservations for the Board have been made at the Doherty.

2. 2016 MCCA Summer Workshop – Rooms are being held at Mission Point Resort 2016 MCCA Summer Workshop on Mackinac Island. The dates of the Trustees program are Wednesday, July 27 - Friday, July 29. Trustees should verify their attendance prior to June 1.

3. Any comments may be offered by Trustees at this time.

Recommendation:

None.