



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://www.nmc.edu/trustees)

*We deliver lifelong learning opportunities to transform lives and enrich our communities.*

1701 East Front Street  
Traverse City, MI 49686  
(231) 995-1010  
[trustees@nmc.edu](mailto:trustees@nmc.edu)

## Meeting Agenda

Monday, June 24, 2024

Timothy J. Nelson Innovation Center  
Room 106/107

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements
- E. Budget Hearing—including the proposed property tax millage rate  
Recommend that the regular meeting be closed and the budget hearing opened  
**(Roll Call Vote)**

- 1. FY25 Budget Review—*Troy Kierczynski, Vice President of Finance and Administration*
- 2. Public Comment
- 3. Adjournment

Recommend that the budget hearing be closed and the regular meeting be reconvened.  
**(Roll Call Vote)**

### II. STRATEGIC FOCUS

- F. Mission & Values in Action—*Sydney Richardson*
- G. Program Focus: Office of Possibilities—*Will Kitchen, Co-Director*
- H. Strategy 4: Community Partnership & Engagement—*Jason Slade, Vice President of Strategic Initiatives*

### III. REPORTS AND PRESENTATIONS

- I. Faculty Report: Center for Instructional Excellence, *Janet Lively, Communications Instructor and Director of CIE*

### IV. PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at time of input.



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## V. UPDATES/DISCUSSION

- J. President's Update—*President Nick Nissley*
- K. Board Chair Update—*Laura Oblinger, Chair*

## VI. CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

Recommend that the following items be approved:

- L. Minutes of the May 20, 2024, regular meeting
- M. Minutes of the May 22, 2024, special meeting
- N. Minutes of the June 11, 2024, special meeting
- O. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- P. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- Q. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- R. Foundation Report—*Carly McCall, Director of Alumni Engagement*
- S. Policy Committee—*Chris Bott, Committee Chair*
- T. Building and Site Committee—*Ken Warner, Committee Chair*
- U. Audit Committee—*Kennard Weaver, Committee Chair*

## VII. ACTION ITEMS

- V. **Campus Facilities Plan** (Pursuant to Policy A-106.00 Facilities)  
Recommend that the Board of Trustees approve the NMC Campus Facilities Plan as included with the materials for their June 24, 2024 Board meeting.
- W. **Freshwater Research and Innovation Center** (Pursuant to Policy A-106.00 Other)  
Authorize President Nissley to sign the Articles of Incorporation, forming the nonprofit corporation, The Freshwater Center, with Discovery Center and Pier.
- X. **Financial Support of the Freshwater Center** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization to provide a \$3,000,000 commitment to the development of The Freshwater Center.
- Y. **Certification of Taxes** (Pursuant to Policy A-106.00 Finance)  
Recommend adoption of resolution to authorize the millage rate of 2.03 mills be levied for operation purposes for FY25.
- Z. **Adoption of Budgets and Tuition Rates** (Pursuant to Policy A-106.00 (Finance))  
Recommend adoption of budget resolutions and budgets based on the tuition and fee rates for the FY25 as presented.



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- AA. **Blanket Purchase Orders** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to create blanket purchase orders for each vendor identified on the presented spreadsheet for the total of the estimate FY25 costs.
- BB. **Benefits Advisor** (Pursuant to Policy A-106.00 Finance)  
Authorize the administration to enter into a contract with Gallagher Benefit Services, Inc. in the amount of \$59,000 in FY25, \$60,770 in FY26, and \$62,593 in FY27 to provide ongoing services as NMC's benefit advisors/brokers. The source of funds will be the general fund operating budget.
- CC. **Annexation of Benzie County Ballot Language** (Pursuant to Policy A-106.00 Other)  
Recommend adoption of updated ballot proposition language for annexation of Benzie County to join the Northwestern Michigan College district.
- DD. **Backup Storage System Replacement** (Pursuant to Policy A-106.00 Finances)  
Recommend authorization for administration to enter into a contract with Thinkmate for the replacement of the Backup Storage System at a cost of \$138,373. The purchase will be funded by the Technology Plant fund.
- EE. **Foundation Board Appointments** (Pursuant to NMC Foundation Bylaws)  
Recommend approval of the reappointment of Suzanne Allen, Lorraine Beers, Chris Branson, Bill Donberg, Chris Lamb, Eleanor Lynn, David Shooltz, Timothy Young, and Nancy Zimmer to the NMC Foundation Board for a term of three fiscal years, commencing July 1, 2024, and ending June 30, 2027.
- FF. **Parsons Stulen Roof** (Pursuant to Policy A-106.00 Finances)  
Recommend authorization for administration to enter into a contract with Full Spectrum Coatings in the amount of \$108,500 to complete the work on the Parsons-Stulen roof. The source of funds is the annual Plant Fund budget.
- GG. **University Center Boiler Upgrade** (Pursuant to Policy A-106.00 Finances)  
Recommend authorization for administration to enter into a contract with Temperature Control, Inc. for \$140,900 to complete the boiler upgrade. The source of funds is the annual Plant Fund budget.
- HH. **Waste Removal** (Pursuant to Policy A-106.00 Finances)  
Recommend authorization for administration to enter into a contract with GFL Environment for \$35,520 for weekly refuse removal and recycling for a period of one (1) year beginning September 1, 2024, with a renewal option for two more years. The source of funds is the annual general fund operating budget.
- II. **East Hall Floor Care** (Pursuant to Policy A-106.00 Finances)  
Recommend authorization for administration to enter into a contract with Modernistic, in the amount of \$42,431.43 to complete floor stripping and waxing in East Hall. The source of funds is the annual Plant Fund budget.



**JJ. Board Policies** (Pursuant to Policy A-106.00 Other)

Recommend adoption of the following amended Board policies on a first-reading basis:

- A-106.00 Items for Specific Board Approval
- D-500.00 Operations
- D-600.00 Champion
- D-700.00 Culture

**KK. Closed Session** (Pursuant to Policy B-102.00 Monitoring Presidential Performance)

Recommend that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8 [a] of the Michigan Open Meetings Act) the annual mid-year performance evaluation of the president, per his request for a closed session. (**Roll Call Vote**)

**LL. Reconvene Regular Meeting** (Pursuant to Policy A-106.00 Other)

Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (**Roll Call Vote**)

## VIII. REVIEW OF FOLLOW-UP REQUESTS

Confirm requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

## IX. ADJOURNMENT

**Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

July 22, 2024 – Aeropark Campus, Parsons-Stulen Room 222/224

August 26, 2024 - Timothy J. Nelson Innovation Center, Room 106/107

September 23, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

October 21, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 **\*\*Third Monday**

November 25, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

December 16, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 **\*\*Third Monday**

January 27, 2025 – Timothy J Nelson Innovation Center, Room 106/107

February 24, 2025 – Timothy J Nelson Innovation Center, Room 106/107

March 17, 2025 – Timothy J Nelson Innovation Center, Room 106/107 **\*\*Third Monday**

April 28, 2025 – Timothy J Nelson Innovation Center, Room 106/107

May 19, 2025 – Timothy J Nelson Innovation Center, Room 106/107 **\*\*Third Monday**

June 23, 2025 – Timothy J Nelson Innovation Center, Room 106/107



Northwestern  
Michigan  
College

**MEMO**  
*Administrative Services*

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**To:** Record-Eagle Legal Notices (FAX 946-8273)(phone 946-2000)  
[legals@record-eagle.com](mailto:legals@record-eagle.com)

**From:** Cathy Brown

**Date:** 6/12/2024

**Subject:** Notice of Public Hearing

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**On Saturday, June 15, 2024**—Please publish the attached Notice of Public Hearing. The notice includes the following statement that is required to be in 11-point boldfaced type:

**“The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.”**

If you have any questions, please call me at 995-1045.

Thank you.

Attachment

## **NOTICE OF A PUBLIC HEARING ON PROPOSED 2024-2025 BUDGET**

**PLEASE TAKE NOTICE** that on June 24, 2024 at 5:30 p.m. at the Timothy J Nelson Innovation Center at Northwestern Michigan College's main campus in Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college's proposed 2023-2024 budget.

The Board may not adopt its proposed 2024-2025 budget until after the public hearing. A copy of the proposed 2024-2025 budget including the proposed property tax millage rate is available for public inspection at:

<https://www.nmc.edu/departments/finance-administration/transparency.html>

**The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.**

This notice is given by order of the Board of Trustees.

Chris M. Bott, Secretary

# Northwestern Michigan College



**NMC**

**Proposed  
2024-2025 Budget**



Northwestern  
Michigan  
College

## Memorandum

To: Dr. Nick Nissley, President  
From: Troy Kierczynski, Vice President of Finance and Administration  
Date: June 17, 2024  
Subject: Board of Trustees Budget Material

This packet contains information provided as additional budget detail to the Board of Trustees.

- Budget Process Summary
- Resource Guidelines
- Financial Reserves as of June 30, 2023
- Tax Levy Authorization Resolution
- FY25 General Appropriation Resolution
  - Exhibit 1 – Proposed General Fund Budget
  - Exhibit 2 – Other Transfers Out (In)
  - Exhibit 3 – Plant Fund
  - Exhibit 4 – Combined Budgets—General & Auxiliary Funds
- Auxiliary Funds Budget Summary

Copies will be provided for each Trustee. Thank you.



**NMC Budgeting Process  
2024/2025 Fiscal Year Planning**

The Planning and Budget Council (PBC) was formed during the 1999-2000 academic year by merging the former Planning Council and the former Budget Council. Its purpose is to make recommendations to the President regarding strategic planning design and implementation, operational planning, resource allocation, and the general fund budget. Membership consists of eleven regular members (4 faculty, 3 staff, 1 SGA member, 1 maintenance/custodial staff, and 2 at-large) and additional ex-officio members appointed by the President. The Council meets regularly during the academic year, and ad hoc during the summer months.

PBC’s full responsibilities are listed as follows (per Governance Policy D-502.00):

- To assist the President in developing the strategic plan including recommending goals, measures and targets;
- To identify the institutional capacities needed to be developed to achieve the strategic plan;
- To assess service levels across the institution for providing input on the college budget;
- To recommend revisions to the budget guidelines;
- To help align budget recommendations with strategic and operational plans;
- To provide feedback and suggestions for the budget input variables;
- To recommend allocation of resources guided by the Vice President for Finance and Administration;
- To communicate with member constituencies;
- To orient new council members.
- To address other related topics as deemed necessary by the President

This Council improves budget transparency and communication at the College. Current members are listed as follows:

Ed Bailey – At Large	Kristi Hallett – Staff
Alex Bloye – At Large	Nicole Fewins - Faculty
Mark Delonge – Staff	Janet Lively - Faculty
Troy Kierczynski – Ex-officio	Cathy Brown - Recorder
Becca Richardson - Faculty	Todd Neibauer – Ex-officio
Jason Slade – Ex-officio	Vacant–Maintenance/Custodial
Tamella Livengood - Faculty	SGA Representative
C.J. Schneider – Staff	Stephen Siciliano - Chair

## **NMC BOARD OF TRUSTEES 2024-2025 RESOURCE GUIDELINES**

### **1 – Strategic and Financial Planning**

The budget is a financial plan for the priorities of the institution. The budget proposed to the Board of Trustees for adoption should reflect the Strategic Plan and the area operational plans.

### **2 – Tuition and Fees**

Tuition and fees should be considered within the context of the most reasonable estimates of State, local, and private support and projected expenses to support the College's plans, and projected enrollment and unique program characteristics. Tuition should balance the goal of affordable access to learning opportunities with the goal of high-quality service levels for NMC offerings. Regular tuition increases should be considered as a means to sustain this portion of the revenue mix, while minimizing the year-to-year increases. Fees should be reviewed regularly and increases considered when the cost elements to which they contribute increase. Our in-district students will pay less than out-of-district students because the College receives local tax support from Grand Traverse County residents. For some programs, the College uses differential tuition and fees in excess of the general rates.

### **3 – Salaries and Benefits Equity**

Northwestern Michigan College is committed to attracting and retaining a quality workforce. Equity in salary and benefits is part of the NMC culture and should be expressed within a total compensation package. As part of that package, salary and benefits for faculty and staff will be based on the appropriate peer group or determined in the relevant collective bargaining agreement. The Human Resources office will benchmark non-union employee salaries and wages at least once every three years.

### **4 – Professional Development**

Maintaining and improving the knowledge and skills of the faculty and staff is an investment in the future. Funds should be appropriated annually in the budget for that purpose. Approximately 2.25% of general fund salaries and wages should be appropriated annually in the budget for that purpose.

### **5 – Faculty and Staff Composition**

The College should balance the composition of its workforce between regular employees (those eligible for full benefits) and contingent employees to assure continuity and commitment while maintaining flexibility to implement strategic directions and complete its strategic initiatives in a timely and effective manner. To enhance the smooth transition of personnel, the College has established a contingency for implementing succession decisions.

### **6 – Technology, Capital Equipment, Maintenance and Renovation**

Providing a quality education requires investment in classroom equipment, facilities, and infrastructure. The annual budget should provide for regular maintenance, replacement/upgrade, growth and contingency funding.

### **7 – Debt Service**

Debt Service obligations must be included in the budgeting process at 100% of the current costs.

## **8 – Financial Reserves**

The annual operating budget should include an appropriate allocation for financial reserves. The Vice President of Finance and Administration and Planning and Budget Council shall monitor reserves at least annually. The College identifies the following specific reserves in accordance with Staff Policy D-504.01 *Financial Reserves*:

### **A – General Operating Reserve**

A fiscally sound institution should maintain adequate operating reserves to meet current obligations, to offset contingencies, and to support unusual cash flows related to the following:

- unexpected declines in enrollment
- unknown state funding commitment or retroactive cuts
- unexpected increases in required contributions to the Michigan Public School Employee Retirement System (MPERS)
- fluctuations in medical or energy costs, or
- other unusual or extraordinary economic conditions.

Northwestern Michigan College shall maintain a General Operating Reserve equal to three to six months of operating expenses as calculated using the annual General Fund budget. The College will target four-and-a-half months of annual operating expenditures for this reserve.

### **B – Fund for Transformation**

The Fund for Transformation shall be used to fund strategic growth initiatives, emerging opportunities, or other transformational projects. A fund balance equal to two to five percent of annual operating expenses shall be maintained.

### **C – Plant Fund**

Two to five percent of the appraised replacement value (new) of the College's physical assets, including all campus buildings, fixtures, and equipment, should be invested or maintained in a fund for major maintenance, renovation, or replacement of those assets. Plant fund reserves above two percent will be designated for future buildings.

The College's auxiliary enterprises may also accumulate net asset reserves. Reserves generated by its residence halls, apartments, bookstore, events center, museum, and cafeteria are designated for reinvestment, capital, and contingency planning for those auxiliary functions. Only the Board of Trustees may authorize, designate, or transfer auxiliary net assets for another purpose.

Additionally, the administration may establish additional reserves as required to comply with generally accepted accounting principles or other external restrictions.

**Northwestern Michigan College  
Financial Reserves  
Projected at June 30, 2024**

**Projected  
As of 6/18/24**

\*Per Board Approved Budget Resource Guidelines

Board Required Reserves*	Target*	Target Min*	Target Max*	2022	2023	2024
General Operating Reserve	3-6 months of budgeted operating expenses	\$ 12,178,540	\$ 24,357,080	\$ 11,537,716	\$ 11,714,278	\$ 12,200,000
Fund for Transformation	2-5% of budgeted operating expenses	\$ 1,006,248	\$ 2,515,620	\$ 1,586,740	\$ 1,405,660	\$ 1,200,578
Plant Fund Reserves	2-5% of appraised replacement value of real property	\$ 5,880,684	\$ 14,701,710	\$ 5,749,506	\$ 4,889,048	\$ 7,139,048
<b>Total Board Required Reserves (A)</b>				<b>\$ 18,873,962</b>	<b>\$ 18,008,986</b>	<b>\$ 20,539,626</b>

Other Reserves	Description	2022	2023	2024
Residence Halls	North Hall, East Hall	\$ 5,182,805	\$ 5,767,520	\$ 6,367,520
Cafeteria	Hawk Owl Café	\$ (92,934)	\$ 7,729	\$ -
Apartments	College Dr. Apartments A, B, C	\$ 2,149,928	\$ 2,326,719	\$ 98,268
Apartments II	Front St. Apartments 1550 & 1560	\$ -	\$ -	\$ -
Dennos Museum	Dennos Museum Center	\$ 198,164	\$ 20,467	\$ -
University Center	University Center	\$ 590,508	\$ 594,304	\$ 181,072
Main Campus Bookstore	NMC Bookstore	\$ 707,954	\$ 617,032	\$ 541,677
Hagerty Center	Hagerty Center Operations	\$ 986,731	\$ 889,993	\$ 864,993
Esports	NMC Esports Activities	\$ (66)	\$ -	\$ -
WNMC	WNMC Radio	\$ -	\$ 2,600	\$ -
GLMA Vessels	Designated for GLMA's T/S State of Michigan vessel	\$ 512,401	\$ 512,401	\$ 512,401
Wellness	Wellness Initiatives	\$ 364,114	\$ 364,114	\$ 364,114
Strategic Projects	Strategic Initiatives	\$ 1,203,865	\$ 970,614	\$ 1,000,614
<b>Total Auxiliary and Other Reserves (B)</b>		<b>\$ 11,803,469</b>	<b>\$ 12,073,493</b>	<b>\$ 9,930,659</b>

**Total Unrestricted Reserves, Before Pension/OPEB (A+B)** **\$ 30,677,431    \$ 30,082,479    \$ 30,470,285**

Pension / OPEB (Deficits)	Description	2022	2023	2024
GASB 68 - Pension Fund	Under GASB 68, institutions participating in defined benefits plans are required to recognize each's proportionate share of any defined benefit plan liability. <b>This deficit represents NMC's net obligations related to the MPSERS Pension Plans.</b>	\$ (48,727,050)	\$ (48,424,990)	\$ (48,424,990)
GASB 75 - Other Postemployment Benefits (OPEB) Fund	Under GASB 75, institutions are required to recognize each's proportionate share of any Other Postemployment Benefit Plan Liabilities. <b>This deficit represents NMC's net obligations related to the MPSERS Postemployment Healthcare Plans.</b>	\$ (9,813,077)	\$ (6,916,416)	\$ (6,916,416)
<b>Total Pension and OPEB Deficits (C)</b>		<b>\$ (58,540,127)</b>	<b>\$ (55,341,406)</b>	<b>\$ (55,341,406)</b>

**Total Unrestricted Deficit, After Pension/OPEB (A+B+C)** **\$ (27,862,696)    \$ (25,258,927)    \$ (24,871,121)**

**Add: Investment in Capital Assets, Net of Related Debt** **\$ 56,298,239    \$ 54,834,311    \$ 55,029,443**

**Total Net Position** (per Audited Financial Statements) **\$ 28,435,543    \$ 29,575,384    \$ 30,158,322**

**TAX LEVY AUTHORIZATION RESOLUTION  
FOR ADOPTION BY THE BOARD OF TRUSTEES OF  
NORTHWESTERN MICHIGAN COLLEGE**

WHEREAS, the Board of Trustees by resolution of June 24, 2024 proposes a total authorized levy not to exceed **2.03 mills** within the district for operating purposes for fiscal year 2024-2025; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.03 mills** for operating purposes in fiscal year 2024-2025 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 24, 2024 at 5:30 p.m. at the Timothy J. Nelson Innovation Center (Room 106/107) to receive comments from the public regarding the proposed budget; and the budget document contains the requisite “Truth in Budgeting Act.”

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2024-2025, the total millage rate of **2.03 mills** shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

**GENERAL APPROPRIATION RESOLUTION  
FOR ADOPTION BY THE BOARD  
OF TRUSTEES OF NORTHWESTERN MICHIGAN COLLEGE**

**RESOLVED**, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2024-2025. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

**BE IT FURTHER RESOLVED** that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2024-2025 is as follows:

Revenue (from Exhibit 1)	<b><u>\$ 52,353,405</u></b>
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**BE IT FURTHER RESOLVED**, that **\$ 52,353,405** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in **Exhibit 1**.

**BE IT FURTHER RESOLVED** that the administration is hereby authorized to transfer funds within individual budget lines and activities represented in the approved appropriation without prior Board approval with the provision that such transfers will not increase or surpass the total Board approved appropriation.

**Northwestern Michigan College  
Proposed General Fund Budget  
Year Ending June 30, 2025**

**Exhibit 1  
Proposed General Fund Budget**

	<u>2023-2024 Approved Budget</u>	<u>2024-2025 Proposed Budget</u>
<b>Revenues</b>		
Local Sources		
Tuition and Fees	\$ 22,212,097	\$ 23,905,070
Property Taxes	<u>13,900,791</u>	<u>14,933,023</u>
<b>Total Local Sources</b>	<b>36,112,888</b>	<b>38,838,093</b>
State Sources	10,696,033	11,005,934
State Property Tax Reimbursement	130,000	150,000
Private Sources	1,175,242	1,346,370
Investment Income	320,000	450,000
Other Sources	<u>495,000</u>	<u>617,000</u>
<b>Total Revenues</b>	<b><u>48,929,163</u></b>	<b><u>52,407,397</u></b>
<b>Expenditures</b>		
Salaries and Wages	25,137,688	24,638,366
Benefits Regular	10,286,740	10,588,846
Purchased Services	2,895,004	4,281,886
Supplies & Materials	3,107,437	3,384,460
Internal Services	110,273	143,940
Other Expenses	1,603,453	1,634,903
Institutional Expenses	1,700,512	1,954,864
Maintenance & Renovation	1,944,397	2,317,272
Events/Trvl/Prof. Devel.	600,659	662,860
Capital Outlay (Instructional Equipment)	<u>98,000</u>	<u>150,000</u>
<b>Total Expenditures</b>	<b><u>47,484,163</u></b>	<b><u>49,757,397</u></b>
<b>Transfers Out</b>		
Plant Fund: Deferred Maintenance	1,230,000	1,400,000
Other Transfers Out	<u>215,000</u>	<u>1,250,000</u> <sup>A</sup>
<b>Total Transfers Out</b>	<b><u>1,445,000</u></b>	<b><u>2,650,000</u></b>
<b>Total Expenditures &amp; Transfers</b>	<b><u>48,929,163</u></b>	<b><u>52,407,397</u></b>
<b>Revenues Over Expenditures &amp; Transfers</b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>

<sup>A</sup> See Exhibit 2

**Northwestern Michigan College  
Proposed General Fund Budget  
Year Ending June 30, 2025**

**Exhibit 2****Proposed Other Transfers Out (In)**

	<b>2023-2024</b>	<b>2024-2025</b>
	<b><u>Approved Budget</u></b>	<b><u>Proposed Budget</u></b>
<b>Strategic Funds</b>	275,000	350,000
<b>Funds for Transformation</b>	50,000	50,000
<b>Aviation Capital Fund (Based on Tac Hours)</b>	450,000	600,000
<b>Aviation Debt Service</b>	-	250,000
<b>Technology Fee to Plant Fund</b>	500,000	600,000
<b>Facilities Fee to Plant Fund</b>	40,000	-
<b>New Capital Projects to Plant Fund</b>	-	500,000
<b>GLMA and Program Specific Funding</b>	<u>(1,100,000)</u>	<u>(1,100,000)</u>
<b>Total Other Transfers Out</b>	<b><u><u>\$ 215,000</u></u></b>	<b><u><u>\$ 1,250,000</u></u></b>



**Northwestern Michigan College  
Proposed Plant Fund Budget  
Year Ending June 30, 2025**

**Exhibit 3  
Plant Fund - Deferred Maintenance Budget**

	<u>2023-2024 Approved Budget</u>	<u>2024-2025 Draft Budget</u>
<b>Revenues</b>		
<b>Transfer In from General Fund</b>	<u>\$ 1,230,000</u>	<u>\$ 1,400,000</u>
<b>Expenditures</b>		
<b>Building Maintenance and Improvements</b>	\$ 1,015,000	\$ 1,165,000
<b>Construction Architect / Engineer Services</b>	65,000	50,000
<b>Infrastructure</b>	110,000	110,000
<b>Other</b>	<u>40,000</u>	<u>75,000</u>
<b>Total Expenditures</b>	<u>\$ 1,230,000</u>	<u>\$ 1,400,000</u>
<b>Net Revenues</b>	<u>\$ -</u>	<u>\$ -</u>

**Northwestern Michigan College**  
**Combined Budgets - General Auxiliary Funds**  
**Year Ending June 30, 2025**

**Exhibit 4**  
**Combined General & Auxiliary Funds**

	Proposed General Fund 2024-2025 Budget	Auxiliary Funds 2024-2025 Budget	Combined 2024-2025 Budget
<b>Revenues</b>			
Local Sources			
Tuition and Fees	\$ 23,905,070	\$ 29,900	\$ 23,934,970
Property Taxes	<u>14,933,023</u>	<u>-</u>	<u>14,933,023</u>
<b>Total Local Sources</b>	<b>38,838,093</b>	<b>29,900</b>	<b>38,867,993</b>
State Sources	11,005,934	-	11,005,934
State Property Tax Reimbursement	150,000	-	150,000
Private Sources	1,346,370	754,236	2,100,606
Investment Income	450,000	-	450,000
Auxiliary Sources	-	5,717,195	5,717,195
Other Sources	<u>617,000</u>	<u>463,400</u>	<u>1,080,400</u>
<b>Total Revenues</b>	<b><u>52,407,397</u></b>	<b><u>6,964,731</u></b>	<b><u>59,372,128</u></b>
<b>Expenditures</b>			
Salaries and Wages	24,638,366	2,064,075	26,702,441
Benefits	10,588,846	799,833	11,388,679
Purchased Services	4,281,886	552,000	4,833,886
Supplies & Materials	3,384,460	374,099	3,758,559
Internal Services	143,940	(134,350)	9,590
Other Expenses	1,634,903	1,491,376	3,126,279
Institutional Expenses	1,954,864	514,720	2,469,584
Maintenance & Renovation	2,317,272	150,893	2,468,165
Events/Trvl/Prof. Devel.	662,860	38,200	701,060
Capital Outlay (COAT)	<u>150,000</u>	<u>337,540</u>	<u>487,540</u>
<b>Total Expenditures</b>	<b><u>49,757,397</u></b>	<b><u>6,188,386</u></b>	<b><u>55,945,783</u></b>
<b>Transfers Out (In)</b>			
Plant Fund: Deferred Maintenance	1,400,000	-	1,400,000
Other Transfers Out	<u>1,250,000</u>	<u>-</u>	<u>1,250,000</u>
<b>Total Transfers</b>	<b><u>2,650,000</u></b>	<b><u>-</u></b>	<b><u>2,650,000</u></b>
<b>Total Expenditures &amp; Transfers</b>	<b><u>52,407,397</u></b>	<b><u>6,188,386</u></b>	<b><u>58,595,783</u></b>
<b>Revenues Over Expenditures &amp; Transfers</b>	<b><u>\$ -</u></b>	<b><u>\$ 776,345</u></b>	<b><u>\$ 776,345</u></b>

**Northwestern Michigan College**  
**Auxiliary Fund Budgets**  
**Fiscal Year 2025**

	Housing	Apartments College Dr.	Apartments Front St.	Dennos Museum	University Center	Bookstore	Hagerty Center	Hawk Owl Café	Esports	WNMC	TOTAL
<b>Revenues</b>											
Local Sources	\$ -	\$ -	\$ -	\$ 12,900	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 16,000	\$ 29,900
State Sources	-	-	-	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-	-	-	-
Private Sources	-	-	-	571,000	80,000	-	-	-	5,000	98,236	754,236
Auxiliary Sources	2,060,000	350,000	185,195	341,700	40,000	942,500	882,800	915,000	-	-	5,717,195
Other Sources	-	-	-	40,900	402,500	-	-	-	-	20,000	463,400
<b>Total Revenues</b>	<b>\$2,060,000</b>	<b>\$ 350,000</b>	<b>\$ 185,195</b>	<b>\$ 966,500</b>	<b>\$ 522,500</b>	<b>\$ 942,500</b>	<b>\$ 882,800</b>	<b>\$ 915,000</b>	<b>\$ 6,000</b>	<b>\$134,236</b>	<b>\$ 6,964,731</b>
<b>Expenses</b>											
Salaries and Wages	\$ 413,151	\$ 34,288	\$ 34,288	\$ 510,259	\$ 156,595	\$ 172,998	\$ 344,659	\$ 327,346	\$ -	\$ 70,491	\$ 2,064,075
Benefits	122,085	11,847	11,847	187,916	65,341	71,266	152,217	142,819	-	34,495	799,833
<b>Total Labor</b>	<b>\$ 535,236</b>	<b>\$ 46,135</b>	<b>\$ 46,135</b>	<b>\$ 698,175</b>	<b>\$ 221,936</b>	<b>\$ 244,264</b>	<b>\$ 496,876</b>	<b>\$ 470,165</b>	<b>\$ -</b>	<b>\$104,986</b>	<b>\$ 2,863,908</b>
Purchased Services	\$ 110,000	\$ 5,500	\$ 17,500	\$ 82,900	\$ 55,000	\$ 23,500	\$ 86,000	\$ 125,000	\$ 30,000	\$ 16,600	\$ 552,000
Supplies & Materials	50,301	11,773	-	37,425	2,500	211,700	12,000	35,000	8,300	5,100	374,099
Internal Services	22,900	(11,000)	-	(17,500)	2,000	2,500	(99,400)	(35,000)	-	1,150	(134,350)
Other Expense	111,879	9,000	-	151,175	1,000	556,750	213,672	444,000	3,500	400	1,491,376
Institutional Expenses	212,420	57,100	32,000	76,000	72,050	8,000	40,150	15,000	-	2,000	514,720
Maintenance & Renovation	56,593	51,400	20,000	6,300	-	600	8,500	5,000	-	2,500	150,893
Prof Dev., Travel & Events	9,000	500	-	10,900	4,000	6,300	1,500	-	4,500	1,500	38,200
Debt Service	204,740	-	-	(118,000)	-	-	-	-	-	-	86,740
Capital Outlay	-	-	250,000	800	-	-	-	-	-	-	250,800
<b>Total Non-Labor</b>	<b>\$ 777,833</b>	<b>\$ 124,273</b>	<b>\$ 319,500</b>	<b>\$ 230,000</b>	<b>\$ 136,550</b>	<b>\$ 809,350</b>	<b>\$ 262,422</b>	<b>\$ 589,000</b>	<b>\$ 46,300</b>	<b>\$ 29,250</b>	<b>\$ 3,324,478</b>
Transfers (Out) In	(296,427)	(179,592)	180,440	-	-	111,114	-	144,165	40,300	-	-
<b>Total Expenses &amp; Transfers</b>	<b>\$1,609,496</b>	<b>\$ 350,000</b>	<b>\$ 185,195</b>	<b>\$ 928,175</b>	<b>\$ 358,486</b>	<b>\$ 942,500</b>	<b>\$ 759,298</b>	<b>\$ 915,000</b>	<b>\$ 6,000</b>	<b>\$134,236</b>	<b>\$ 6,188,386</b>
<b>Net Revenue</b>	<b>\$ 450,504</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,325</b>	<b>\$ 164,014</b>	<b>\$ -</b>	<b>\$ 123,502</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 776,345</b>



# Office of Possibilities

# The power of Innovation

TC Soup Pitch Event at  
CommonPlace



# Success Stories

AquaAction and Wave Lumina



# Success Stories

NMC Construction Trades and  
NACCE

- \$40,000 grant for 3D printing  
of homes



# Success Stories

## OOPs Pitch Events

- Microplastics
- Pill Bottle “vault”
- Neurodiversity





# Success Stories

## Innovation Mindset Credential

- 20 Fathoms
- Traverse Connect
- 4-hour Whiteboard Session & curriculum expansion



# Success Stories

## Human Flourishing

- Steve Rice initiative
- Working with Traverse Connect



# Opportunities

Grants Writing Assistance

Stronger Connection to NMC

Foundation and funding innovation

Ties to Next Strategic Plan



# Thank you

Will Kitchen

231-284-7021

[kitchen.willard@gmail.com](mailto:kitchen.willard@gmail.com)

[www.oopstc.com](http://www.oopstc.com)



# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** June 18, 2024  
**Subject:** Strategic Initiatives Update: *June 24, 2024 Board of Trustees Meeting*  
 Topic: *Strategy 4 - Community Partnerships and Engagement*

**Strategy 4 - Community Partnerships and Engagement:** Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.  
 (*Champion: Jason Slade*)

### *Summary:*

This strategy is on track with 2 of the 4 objectives currently classified as “green.” These objectives are focused on workforce and technical training, and access to 4-year pathways. While changes in pricing and course cost structure resulted in financial improvements for Extended Educational Services during FY23, work continues in order to improve the financial performance of the department through quarterly budget reviews, new offerings, and expense analysis, classifying this objective as “yellow/red.” Community Partnership activities continue but this objective is becoming more aligned with the Foundation’s strategic plan efforts, allowing the college to maximize resources. Based on this, it is classified “yellow”.

### *Highlights and Successes:*

- Objective 2 (Workforce Development) - Extended Educational Services (EES) continues to grow contract training opportunities with industry partners and local employers. The largest training to date is underway with Sara Lee Frozen Bakery (SLFB). This \$50,000 contract provides SLFB with two main training tracks: “Leadership & Professional Training: Continuous Improvement” and “New Employee Orientation: Production Staff.” EES trainers include several NMC academic instructors, and a portion of the instruction occurs on site.
  - Additionally, EES has worked with Northshore Dock (manager training), Graceland Fruit (Excel training), Michigan Department of Environmental Health (providing educational speakers for their “Golden Lunch Hour” series ), United Way (board training), and Inland Seas (DEIB training).
  
- Objective 3 (Extended Educational Services) - Extended Educational Services continues to offer courses the community wants and also continues to support college initiatives, while also improving financially through analysis of expenses and revenue, changes in course cost structure, and portfolio optimizations with support from the Business Office. In Fall ‘23, EES identified key programming segments in relation to redefining its three main portfolios; Work & Career, Life Enrichment, College for Kids, and deployed a three-tiered strategy for structuring current and new programming opportunities in relation to revenue opportunities. The fourth portfolio or segment of EES is college support.
  - Tier 1 - wide variety of open enrollment, affordable learning opportunities
    - New in Winter/Spring 2024: Furniture & Sewing, Jack Segal’s Series, “Ukraine: Putin’s Version of History”

- New Cross-listed Academic Classes (Carpentry, 3D Design Ceramics II, Digital Photography I, Creative Writing, Advanced Creative Writing, Beginning Dance, Dance Appreciation, Modern Dance)
    - Directly benefiting the academic (credit) classes cost to education model
  - Tier 2 - high enrollment, popular programs (eg: culinary classes, College for Kids)
    - Food & Wine Pairing plus 14 Date Night Classes added for Summer 2024
    - 21 new College for Kids classes added for Summer 2024, already at 81% of 2023 total enrollment, and 98% of 2023 net revenue; still taking enrollments through July 2024
  - Tier 3 - customized, high-value learning opportunities (eg, trip to Italy, Sara Lee training)
    - Iceland & Greenland trip departed on May 23rd with 21 registrants
    - Greece trip scheduled for Fall 2024 full with a full waitlist
    - South Africa scheduled for Winter/Spring 2025 - enrollment not yet open
  - College Support
    - Benzie - College 4 Kids kicks off with Husky robotics at Benzie Central and an art class at Grow Benzie's headquarters in Benzonia this and next week. Nearly 30 Benzie students are registered for the summer academic program GRASP through EES (in total, about 35 new Benzie students to EES)
    - Joint Offerings - EES continues to offer cross listed academic classes to the community, contributing to the cost to educate model for academic department
- Objective 4 (Access to 4-year Education) - Efforts continue to be made to make the transition to 4-year institutions easier, including:
  - Renewing or establishing reverse transfer agreements with our transfer partners. These agreements aim to make it easier for students who transfer out of NMC before earning their degree to transfer back credits and graduate with an NMC credential.
  - Advisors in the NMC Advising Center led an effort in partnership with academic areas to develop dual enrollment pathways to assist our high school dual enrolled students with making more informed choices about which courses to take at NMC.
  - NMC Advising is undertaking a “deep dive” into best practices for transfer website architecture and content, with a goal of creating an even more student-centric approach to providing online transfer information. This follows major revisions to transfer guides, “how to” transfer information, and a system for providing the most up-to-date transfer contact information for our 4-year partners.
  - Our partnership with NMU has created two annual workshops that will be offered annually for NMC students and community members, bridging the gap between applying and transferring to college.
  - We are still aiming to enlist our first Direct Connect Dual Admission students in Fall '24 between NMC and GVSU's Allied Health program. This will provide coordinated advising efforts, remove administrative barriers, and create a seamless transfer pathway for NMC students to attend the UC.

*Challenges and Opportunities:*

- Continued alignment between Objective 1 (Community Partnerships) and the work of the NMC Foundation as the Foundation looks to engage donors and the community. Foundation staffing has decreased and roles have changed, resulting in Objective 1 being more closely aligned with the work in the Foundation's strategic plan.
- Though great gains are being made with new Tier 3 programming, revenue generation continues to be a challenge as EES balances appropriate community pricing while covering expenses. EES also continues to grow in its support of college initiatives including cross-listed academic courses and outreach to Benzie County, which are important for the college, but not designed for revenue enhancement.

- Work has begun on paving a clearer path which blends credit and non-credit offerings to potential students. This includes cross listing classes on both the NMC and EES websites and investigating a “one stop shop” for all NMC potential students and community members. This work may roll into the next strategic plan.

<b>Strategy 4 - Community Partnerships and Engagement</b>				
<b>Objective 1:</b> Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).				
Status of Action Steps	Current Percent Complete	Target*		Notes
6 Completed 2 On Schedule 2 In progress / behind 13 Deferred / discontinued	50%	100 %  *Final target will be CAAS performance		Successfully completed the Gala to Give in January 2024.  Objective is aligning under “Expanding Partnerships” in Foundation’s Strategic Plan.
<b>Objective 2:</b> The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024. ( <i>Leading indicator:</i> Workforce offerings and associated enrollment)				
Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
11 Completed 1 On schedule	66%	100%  *Final target will be CAAS performance	<b>Baseline (offerings): 5</b> <b>Target (offerings): 40</b> Spring ‘23: 68 Spring ‘24: 71  <b>Workforce enroll</b> FY23: 445 FY23: 548	Focus shift to employer-specific training with Sara Lee and others. Currently have trained 35 Sara Lee new hires with another 140+ expected by the end of this year. An additional 16 Sara Lee managers are participating in the leadership training with EES.
<b>Objective 3:</b> Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive by June 30, 2025.				
Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
4 Completed 1 On schedule 3 In progress / behind	Baseline (net loss FY21): (-\$485,000)  Baseline (FY19 cancellation): 19.4%	Net loss FY22: (-\$368,000)  Net loss FY23: (-\$291,000)	Target: net revenue positive  Target (cancellation): <17%	Quarterly financial reviews continue. Revenue is up significantly year-to-date, however, expenses are also trending up. FY24 data available in August.

1 Not started		FY22 cancellation: 17.1%		Business Office is currently assisting in determining the performance of the Tier 3 (higher end) offerings.
		FY23 cancellation: 15.5%		

**Objective 4:** NMC will increase access to four year college programs by improving the "Providing access to other college programs" performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS). (**Leading indicator:** \*Next term transfer rate (Fall) for all institutions. Students who transfer to another college/university after NMC.)

Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
2 Completed 8 On schedule 1 Not started	66%	100%  *Final target will be CAAS performance	Next Term Transfer Rate (3 yr avg): Baseline (20-22): 11.4% (*21 - 23): 10.5%* Goal:12.3%	MTU 4+0 discussions were unsuccessful due to the financial burden of bringing pgms to TC. However, MTU may provide a stronger workforce pipeline to the area.  BSN graduates: DU-BSN: 12 students are slated to graduate this year. Of those graduates, there are 6 graduates coded to the NMC ADN-BSN grant. The Pinning Ceremony will be on August 19 at Lobdell's A Teaching Restaurant. 11 of the 12 are Munson employees.

#### Key

<b>Green</b>	> 75% of scheduled actions supporting objective are on task
<b>Yellow</b>	> 50% of scheduled actions supporting objective are on task
<b>Red</b>	< 50% of scheduled actions supporting objective are on task



Northwestern Michigan College

# Center for Instructional Excellence

Advancing Student Success With Faculty-led Professional Development

June 24, 2024 Janet Lively, CIE Director

## A partnership

Center for Teaching and Learning

CIE + Ed Tech

CIE reports to V.P. Educational Services



## Mission statement

The Center for Instructional Excellence supports student learning by encouraging faculty-driven initiatives, promoting development of faculty knowledge, and recognizing the achievement of excellence.



## Team CIE: Faculty-Led PD

Director: *Janet Lively (half-time teaching release)*

Office manager: *Alice Sluss (Humanties + CIE)*

Newsletter and website: *Ed Tech*

Working Committee: *Ryan Bernstein\*, Lisa Blackford, Mark Delonge\*, Tami Livengood, Hollianne McHugh, Nick Roster, Kristen Salathiel, Rachel Wilczewski*

ELI Liaison: *Kristy McDonald*





## CIE supports student learning by...

- Promoting development of faculty knowledge and recognizing achievement of excellence.
- Enhancing faculty connections to the college and each other.
- Supporting college strategic plan and initiatives.

## CIE Programs and Initiatives

New Faculty Orientation**	Coffee Clubs	ESIMT Faculty Awards (NISOD/League of Innovation)
New Faculty Institute**	Faculty sabbaticals	CIE Handbook
October Conference* (with Professional Development Inst. and VPs)	Imogene Wise and Adjunct Faculty Excellence Awards (Alice Sluss + Paul Kolak)	Individual faculty PD policies and budget management
August PD*	Learning Communities	Faculty Council reports
January PD*	Peer Review (under development)	Ed Tech and departmental PD support
Friday Forums**	Center for Teaching and Learning Newsletter/Website (with Ed Tech)	*Required -- full-time faculty **Required -- provisional faculty



# Friday Forum



## “Who Ya Gonna Call?”

Getting Reacquainted with the Department of Student Success

CIE Friday Forum Spr24



**Student Success**

Advising • Career • Coaching • Testing • Tutoring



Northwestern Michigan College



# Building Belonging August PD

## Keynote Speaker



**Ken James**  
Chief Diversity Officer for  
Muskegon Community College

Introduction: Marcus Bennett, Ed.D.

*Special Assistant to the President for Diversity, Equity, Inclusion, and Belonging/Associate Dean of Campus Life*



Northwestern Michigan College



## October Conference 2023

### Growing a Culture of Innovation at NMC



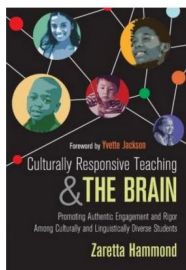
**NMC October**  
**CONFERENCE**

Northwestern Michigan College  
Tuesday, October 10, 2023



## Coffee Club

### Want a Book With That Coffee? Join Us April 19



Mark your calendars for the April 19 Coffee Club at 10 a.m. in the Library Reading Room. Nick Roster, NMC Assessment Coordinator, will discuss the *Culturally Responsive Teaching & The Brain: Promoting Authentic Engagement and Rigor Among Culturally and Linguistically Diverse Students*.

Copies of the book will be available at the meeting. Contact [Mark DeLonge](#) if you want a copy in advance!



# New Faculty Institute



## New Faculty Institute

Meeting Agenda: Jan. 12, 2024

10 a.m. // Innovation Center Room 08 or <https://nmc.zoom.us/j/3310734086>



# Thank you! Any questions?





Northwestern  
Michigan  
College

**MEMO**

*Office of the President*

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** June Mid-Month Update  
**Date:** Friday, June 14, 2024

Dear Board of Trustees,

Since our May Board meeting the following are key updates.

#### **NMC Budget Update**

We will be presenting a balanced FY25 budget at the June Board meeting. Grand Traverse County equalization recently released that property tax values increased 10.05%, which will result in an approximate \$1,000,000 positive impact to the College's operating revenue. We are proud that our proposed budget has limited next year's tuition increases to 3% for general programs. A 3% increase to the general fee is also proposed. Troy and I will be holding Budget Town Hall Meetings on June 20 to share the final budget with our college community, and answer questions. We continue to actively manage costs – e.g., this year's staff restructurings, voluntary separation plan, and EduStaff conversion. And, we're also continuing to explore and develop revenue diversification opportunities – e.g., events in Lobdell's, weddings in the Dennonos, etc. Additionally, we're beginning planning for a comprehensive program review process this next year.

#### **State Budget**

Currently House and Senate leadership are negotiating with the Governor's office on the overall budget targets. Once there is agreement on these, the Conference Committees will meet, deliberate and pass a budget bill that is a negotiated version of the House/Senate versions. This Conference Committee bill would then go back to the House and Senate for a final vote before being sent to the Governor for her signature. At this point- all signs point to the budget being completed by the statutory deadline of July 1. However discussions on budget targets are ongoing and there is still a long way to go before there is final agreement.

#### **MCCA Leadership Academy**

On June 10<sup>th</sup>, I facilitated a class, "Leading Effective Teams", for MCCA's Leadership Academy. It afforded me an opportunity to reflect on 'where we've been' and 'where we're going' while contributing to the leadership development of Michigan's next generation of community college executive leadership. I will add, that Hollie DeWalt and I have begun interviewing leadership development

consultants to help us with a five-year team/leadership development plan for President's Council, to be sure that we're developing the college's executive team's capability to deliver on some *very* big plans – e.g., the Campus Master Plan, the Freshwater Research and Innovation Center, the Aviation Expansion Plan, annexation possibilities, the restructuring of the Foundation's leadership and the hiring and onboarding of the College's new Chief Advancement Officer, as well as this next year's need to develop our 'next, Next' (the College's new strategic plan). I want to be sure that I'm doing everything possible to maximize our team's probability of success (and, in turn, the College's success).

### **Benzie County Annexation Possibility**

We've begun working with Byrum Fisk, shaping our plans for communicating and engaging with voters in Benzie County. We're meeting weekly with our NMC staff team, the Board Chair, and Byrum Fisk, to coordinate our work. Updated ballot proposal language is forthcoming, with the intention of clarifying language for voters.

### **Chief Advancement Officer Selection**

At the end of April, the Search Committee interviewed six semi-finalists and recommended three candidates be moved forward. These candidates visited campus on May 21, 24, and 28 respectively. Each candidate introduced themselves to campus during an open forum presentation, as well as a 'meet and greet' reception. Board of Trustees, Foundation Board members, and our College employees had the opportunity to attend the open forums and receptions, to meet the finalists. On June 3, I extended an offer to the finalist candidate, Dino Hernandez, after reengaging with Search Committee members, Foundation Board members and Trustees who attended the campus visits, as well as a number of College employees who also participated in the candidates' visit. They shared their feedback with me. The support for Dino's selection was overwhelmingly clear. He has since formally accepted the offer, and he'll be beginning at NMC on August 1. He has already visited Traverse City to begin house hunting. Needless to say, I'm very excited to welcome him. Especially, as we're approaching the College's 75<sup>th</sup> anniversary and have many key fundraising needs identified – e.g., the Aviation expansion and mini-campaign, the multitude of facility needs identified in the Campus Master Plan, the Freshwater Research and Innovation Center, well as many programmatic needs – e.g., the College's innovation agenda and the Office of Possibilities, and 3D printing technology for home construction in our Construction Trades Program. Lynne will be coordinating his onboarding. If you have any specific input to that, please reach out to her.

### **Campus Safety and Emergency Preparedness**

With the Board's April authorization to contract with Security Risk Management Consultants (SRMC) to conduct a campus-wide safety and security assessment, SRMC began conducting their on-site assessment of NMC facilities during the week of June 3. The work entails:

- Evaluating the effectiveness of the College's present security program, including the security systems (access control, video surveillance, intrusion detection, emergency phones, mass notification, duress alarms, etc.), security staffing and structure, parking lot security, lighting, lock and key control, policies and procedures, incident reporting, workplace violence prevention and training, emergency management, crime prevention through environmental design features (including grounds, buildings, parking lots, lighting and landscaping), and other security and operational considerations.
- Identifying and analyzing direct and indirect threats to, as well as potential vulnerabilities of students, faculty, staff, visitors, and the facilities.
- Identifying potential gaps between current operations and best practices, taking into consideration future expansion, industry trends, and the College's strategic plan.



- Providing specific prioritized recommendations to optimize the security programming for the College.
- And, providing a “road map” for enhancements and mitigation measures with order of magnitude costs for implementation.

### **Comprehensive Brand Assessment and Strategy Development**

Stamats data team is distilling key takeaways from the interviews/surveys/research they’ve been conducting to inform the Discovery Report. They will present this report to President’s Council soon, and we will share the findings with the Board of Trustees in July. From there, the Stamats team, in collaboration with NMC, will spend the next several months developing the elements of the brand strategy. As we shared last month, this important work will guide NMC in how to best leverage our strengths and unique value proposition.

### **Campus Facilities Master Plan**

A discussion, affording a ‘deep dive’ of the draft facilities master plan was held on May 22. The goals of the Study Session were to get trustee input on the budget and priorities for projects in advance of proposed approval of the plan at the June regular Board meeting. The input was critical to our further improving the plan and moving it into final draft form in advance of the June 24 regular meeting.

### **Freshwater Research and Innovation Center**

The May 22 Study Session also afforded an opportunity for a ‘deeper dive’ (pun intended) on the Freshwater Research and Innovation Center. Vice President of Strategic Initiatives Jason Slade provided an update on the project’s development, key points related to the Articles of Incorporation and By Laws, as well as next steps. We will look forward to your vote to approve the College’s investment and authorizing me to enter into the Articles of Incorporation to form the legal entity, and launch its operations.

### **Fellows Celebration 2024**

On June 6 we held the Fellows Celebration 2024, honoring Tim Nelson and Nancy Johnson, Jack and Karen Segal, and Bill Donberg. Simply, it was an outstanding event - a room full of support for NMC and the people who make our college so extraordinary. As you know, it brings the College and community together, unlike any other gathering, spilling over with pride. A special thanks to our Trustees, for once again 'showing up' and supporting NMC. Your donation of such significant amounts of time goes unrecognized by many. I, however, see it day in and day out, and appreciate your engagement - from events like this, to board and committee meetings, and community engagements. A special thanks for sharing such passionate, powerful, heartfelt words, honoring the Fellows and proudly lifting up the College.

### **MiLEAP Staffing**

Governor Whitmer announced the appointment of Mott Community College President, Beverly Walker-Griffea to be the first director of the new Michigan Department on Lifelong Education, Advancement, and Potential (MiLEAP). She is scheduled to begin her new role June 24. We are pleased to have a former community college president in this role; especially in the inaugural role of a state department set up to coordinate community college affairs.

## **Points of Pride**

While there's always many things to be proud about, given accomplishments on campus, the following are highlights:

1. Cheryl Bloomquist, NMC's Early Childhood Development Program Coordinator, received the Mary Merwin Voices for Children Award. Established in 2005, the Mary Merwin Voice for Children Award is presented by the Great Start Collaborative of Traverse Bay to an individual who has provided outstanding leadership, focus and action in the region's early childhood field.
2. Beckie Wooters, NMC's Dental Assistant program director, has been named the 2024 Allied Dental Professional Educator by the Michigan Dental Association. Wooters was selected for NMC's articulation agreement with Bay Mills Community College, which seeks to enroll students from the tribal college in the U.P. at NMC in order to increase access to dental care.
3. Northwestern Michigan College hosted the Annual Pride Carnival, on Saturday, June 8 as part of Up North Pride's Pride Month events. Despite the cold, rainy day, the event was very well attended, bringing our community together on the NMC campus. The fantastic line-up included an array of food vendors, engaging activities from local non-profit organizations, and carnival-style attractions.
4. On May 16, the International Affairs Forum hosted a very well-received program on indigenous sovereignty and tribal rights with Matthew Fletcher, Harry Burns Hutchins Professor of Collegiate Law at the University of Michigan. Fletcher teaches and writes in the areas of federal Indian law, American Indian tribal law, Anishinaabe legal and political philosophy, constitutional law, federal courts, and legal ethics. The hybrid audience numbered 195 in person and online, including 15 viewers gathered at the Old Art Building in Leland, IAF's first satellite livestream partner, active since February.

## **Trends in Higher Education Articles**

*As promised, I'm sharing relevant articles (that I and President's Council have been reading) that speak to trends, risks, challenges, and opportunities in community colleges, to help keep us informed and to invite conversation about how NMC is addressing such issues. This month, I'm sharing:*

- [Oakland University, Oakland Community College partner on new student housing initiative](#)—Oakland University News

## **Upcoming Dates of Note**

- **June 15**—Rotary's Kids Free Fishing Day at Great Lakes Campus
- **June 20**—Budget Town Hall Meetings
- **June 24**—Regular monthly Board of Trustees meeting, TJNIC 106/107



148 E. Front Street, Suite 203  
Traverse City, MI 49685

Phone: (517) 449-6453  
www.northernstrategies360.com

## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** June 17, 2024  
**Re:** **State/Federal Legislative Update**

### State

#### **State Budget**

The Legislature has formed a conference committee made up of House and Senate members to negotiate final budget bills. Before they complete their work, overall budget targets need to be set. These are currently being finalized between the Governor and House and Senate leadership. Once budget targets are set, the conference committee will meet and pass a final budget bill, sending it to the House and Senate for final approval and the Governor for her signature. While it is still likely that the budget will be completed by the statutory deadline of July 1, discussions over economic development incentives have monopolized the time of the legislature and progress on the budget has been slow.

We continue to advocate for the following in the conference committee budget negotiations:

- Michigan Achievement Scholarship- Community College Guarantee
  - *It is likely that a tuition free pathway for in-district students and a last dollar scholarship for all other students will be included in the budget. This would mimic the Michigan Reconnect funding formula.*
  - *See attached statement from the MCCA about this proposal*
- 3.3% increase in operations funding (House proposal)
- \$32 million in ITEMS funding (House and Senate have \$100 placeholder)
  - *If we are successful in getting ITEMS funding included, it would be for the second year in a row, making it more likely that it is included in future budget years.*
- If tuition restraint language is included, use the Governor's proposed language that sets maximum tuition increased for FY25 and FY26
- \$5.7 million in one-time SAF investment for MPSERS (House/Governor proposal)
- Include Senate language that would increase transparency for transfer students.

See attached document from the MCCA outlining the full set of budget requests.

#### **Capital Outlay**

It does not appear likely that capital outlay projects will be included in the FY25 budget. However, there is a greater likelihood that they will be in a fall supplemental budget bill.

## **Growing Michigan Together (GMT) Higher Education Subcommittee Recommendations**

As you may recall, last summer the Governor announced the formation of the Growing Michigan Together Council and appointed subcommittees to meet beginning last fall. There were several public field hearings held across the state and in December, the full Council issued its final report.

On June 5<sup>th</sup>, the GMT Higher Education Subcommittee presented its recommendations to a joint meeting of the House Committee on Higher Education and the House Appropriations Subcommittee on Higher Education and Community Colleges. The Subcommittee presented six recommendations. It is likely that some of these or versions of these get wrapped into the FY25 budget.

### Recommendations:

1. Publicly Fund K-14
  - a. Create a K-14 public education system by providing graduating high school students with two years (60 credits) of tuition at a community college or public university.
  - b. *The Governor's proposed Community College Guarantee would be linked back to this recommendation.*
2. Increase PK-12 Higher Education Pathways
  - a. Support early college credit uptake (e.g. incentivizing high schools that require six college credits for graduation) and universal Free Application for Federal Student Aid (FAFSA) or opt-out as a high school requirement.
3. Reform Two Year to Four Year Transfer Process
  - a. Make the transition from community college graduate to university junior status seamless (e.g. guaranteed admission to university with at least 60 transfer credits and junior standing).
  - b. *The MCCA supports this proposal but there has been some push back from the Universities.*
4. Form Advisory Group to Reimagine Michigan's Higher Education Funding Process
  - a. Form advisory group, led by proper higher education stakeholders, to ensure competitive, sufficient, sustainable funding that enables increased student success and graduate retention.
  - b. *This would be a new look at the performance funding formula. The MCCA is not interested in dividing up the current funding pool differently, only interested in doing so if the pool were to expand.*
5. Expand Employer Partnerships via Work based Learning and Full time Offers
  - a. Support, formalize, and grow employer partnerships to enable greater student exposure to real-world, on-the-job experiences for credit and/or payment (e.g. career exposure in high school, work-based learning in college, and job guarantees postgraduation).
6. Offer Postgraduation Incentives to Retain and Attract Talent
  - a. Directly influence reversal of "brain drain" by incentivizing recent graduates (including students from out-of-state, international and Michigan higher education) to seek employment and live in Michigan.

## **Aviation Hangar Groundbreaking**

We are targeting a late October, early November groundbreaking for the Aviation Hangar Expansion Project.

## **MDNR Property Issue**

We continue to engage with the MDNR to find resolution to this issue. The MDNR Real-estate Division believes that they have a strong case for ownership but are doing some additional title research to provide greater clarity on this claim.

## **Federal**

### **Full Faith and Credit**

Nick and I continue to work on this issue with additional discussions had with the MCCA and ACCT. While the Department of Ed has not requested any additional information from us, it may be helpful to consider some type of letter from the Board of Trustees to the Department indicating its responsibility for the college. This would be a way to test the Department as to if this type of attestation would satisfy the requirements of the federal rule.

### **Drone Legislation**

In March, the House Energy and Commerce Committee passed legislation that would restrict the use of drones produced by Chinese Company Da-Jiang Innovations (DJI). The bills, the Countering CCP Drones Act (H.R. 2864) and the Foreign Adversary Communications Transparency Act (H.R. 820) were approved unanimously.

Specifically, the Countering CCP Drones bill would prohibit DJI drones from operating on U.S. communications infrastructure and the Foreign Adversary Communications Transparency Act would require that the FCC publish a list of entities that hold authorizations, licenses or other grants of authority issued by the Commission and that have certain foreign ownership.

We would be concerned that with DJI having such a large market share (90% in the US) significant restrictions such as those being proposed could have a negative impact on U.S. companies and our training programs.

### **Bipartisan Workforce Pell Act**

We continue to support the passage of H.R. 6585 the Bipartisan Workforce Pell Act. A recent House vote was postponed but we continue to urge its passage. The bill is designed to extend Pell Grant eligibility to short-term workforce training programs. Congressman Bergman is a co-sponsor of this legislation.

### **Great Lakes Mapping Act**

We continue to support advancing the Great Lakes Mapping Act which would direct the Administrator of NOAA to conduct high-resolution mapping of the lakebeds of the Great Lakes. The legislation is supported by 10 members of Michigan's Congressional Delegation including Congressman Bergman. Most recently the House Natural Resources Subcommittee on Water met to discuss this legislation.



Northwestern  
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**MEMO**  
Office of the  
President

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
President's Council  
**Subject:** June 2024 Executive Summary

**Financial Report**—Troy Kierczynski, Vice President of Finance and Administration

- Our FY24 projections anticipate an operating surplus of approximately \$1m for the year. If this holds, we will assess and make a recommendation at the July or August meeting as to how much of the surplus should be retained in the general operating reserve vs. transferred for strategic projects, capital projects, deferred maintenance, or other needs.
- A balanced budget for FY25 will be presented to the board this meeting that includes a 3% increase in tuition and fees, increased property tax revenues, reduced salaries and wage expenses stemming from conversion of adjunct and supplementals to EduStaff, the voluntary separation plan, and reduction through attrition/reorganization for staff positions, and increased transfers to support capital projects, debt service (Aviation Expansion), technology reserves, and strategic projects.
- Summer is an important time to execute our critical and often larger deferred maintenance projects in effort to minimize disruption for our students in the Fall and Spring. We appreciate the Board's consideration of these projects.

**Enrollment Report**—Todd Neibauer, Vice President for Student Services and Technologies

- Summer enrollment is up 9.4% in contact hours over Summer 2023.
- Fall enrollment is up 1.4% in contact hours over Fall 2023.

**PRMC**—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications

- ***Paid Media***
  - Applications: 108
  - Accounts: 119

- It was a mixed month for paid media performance. While applications and accounts dipped slightly MOM, we are seeing strong improvements in other areas like ROAS (return on advertising spend) and CPA (cost per application.)
- We are finalizing the discovery phase of the brand assessment and strategy development. The initial research shows some strong emerging themes for NMC's unique value proposition in the marketplace and consumer sentiment. The Board Executive Committee will get a progress update in June with a full board update at the July regular meeting.
- Content development continues on the new community report with a targeted launch date of fall 2024. The goal of the new piece is to directly communicate NMC's value proposition with tax payers.

**Strategic Plan**—Jason Slade, Vice President for Strategic Initiatives

- Strategy 4 - Community Partnerships and Engagement: Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning will be reviewed this month. This strategy is on track with 2 of the 4 objectives currently classified as “green”. These objectives are focused on workforce and technical training, and access to 4-year pathways are on track. While changes in pricing and course cost structure resulted in financial improvements for Extended Educational Services during FY23, work continues in order to improve the financial performance of the department through quarterly budget reviews, new offerings, and expense analysis, classifying this objective as “yellow/red”. Community Partnership activities continue but this objective is becoming more aligned with the Foundation's strategic plan efforts, allowing the college to maximize resources. Based on this, it is classified “yellow”.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, May 20, 2024  
Timothy J. Nelson Innovation Center  
Room 106/107**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 5:30 p.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Bill F. Marsh, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek

**Trustees absent:** None

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Jason Slade, Molly Norville, Alyssa Irani, Becca Richardson, Joelle Hannert, Dmitri Denune, Wayne Moody, Michael Lehnert, Alex Tank, Alex Bloye, Laura Matchett, Hollie DeWalt, Carly McCall, Susan Olcott, Kim Grabowski, Beth Balentine, and Kristin Rabe

**REVIEW OF AGENDA**—The agenda was accepted as presented.

**STRATEGIC FOCUS**

**Mission & Values in Action**—Dmitri Denune spoke about his experience as a student in the Automotive Technology program.

**Program Focus: International Affairs Forum (IAF)**—Alex Tank, IAF Communications & Production Coordinator, presented on the development of IAF over its 35 years. IAF’s mission is to advance the understanding of the world and its critical issues through education and public dialogue. Tank summarized the various events organized by IAF and noted Jack Segal and Karen Puschel Segal, who worked to expand its programming significantly, will be honored as NMC Fellows for 2024.

**Strategy 3: Diversity, Equity, Inclusion & Belonging**—Jason Slade, Vice President of Strategic Initiatives, and Dr. Marcus Bennett, Special Assistant to the President for Diversity, Equity, Inclusion, and Belonging shared an update on the third strategy of the strategic plan. This strategy is on track with 2 objectives completed, 2 objectives currently classified as “green”/ on-track, and 1 objective, related to student retention and enrollment, making moderate gains but still lagging. The HR training objective is drawing to a close with the last stage of implementation planned next year to align with our goal planning process. This will shift the focus for the coming year to the objectives centered around addressing barriers for our vulnerable students and NMC’s policies and procedures.

**REPORTS AND PRESENTATIONS**

**Faculty Report: Automotive Tech & Baja Competition**—Wayne Moody, Program Coordinator for Automotive Technology, explained there are five different paths, or certificates, which students can pursue: Assoc. in Applied Tech Degree, Master Automotive Tech Certificate, Electrical and Drivability Certificate, Hybrid Technology Specialist Certificate, and Undercar Specialist Certificate. Moody explained many of the learning principles utilized in the program, as well as how



the course scheduling is designed to support students commuting from within the region. Moody also thanked the experienced instructors within the program. 47 students are currently in the program.

**FY25 Budget**—Troy Kierczynski, Vice President for Finance and Administration, reviewed budget considerations for the upcoming fiscal year. The FY25 budget will be presented for approval by the Board of Trustees at the regular meeting on June 24, 2024.

**PUBLIC INPUT**—There was public input offered by Joelle Hannert, Susan Olcott, Kim Grabowski, Beth Balentine, and Kristin Rabe.

## UPDATES

**President's Update**—President Nick Nissley shared that the spring semester Police Academy students successfully completed all of their requirements, passed the final Licensing Exam today, and have 100% job placement. Nissley also provided updates on the Chief Advancement Officer search, Freshwater Research and Innovation Center (FRIC), AquaHacking Challenge, and Benzie annexation. Points of pride included that over 200 of our spring graduates celebrated at Commencement on May 4 at the Milliken Auditorium and Dennon Museum Center. For this academic year, 645 degrees or certificates are anticipated. Lastly, Nissley shared a thank you note written by 5th graders from Blair Elementary.

**Board Chair Update**—Chair Laura Oblinger reminded trustees of the upcoming Study Session pertaining to the facilities plan and FRIC before having Trustee Warner share his experience attending the AquaHacking Challenge.

**CONSENT ITEMS**—On a motion by Doug Bishop, seconded by Kennard Weaver, the following items were approved by a unanimous vote as a group without discussion:

- Minutes of the April 22, 2024, regular meeting
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- PRMC—*Diana Fairbanks, Associate Vice President of PRMC*
- Foundation Report—*Carly McCall, Director of Alumni Engagement*
- Audit Committee—*Kennard Weaver, Committee Chair*
- Building and Site Committee—*Ken Warner, Committee Chair*
- Executive Committee—*Laura Oblinger, Committee Chair*

## ACTION ITEMS

**Notice of Truth-in-Taxation Hearing**—On a motion by Chris Bott, seconded by Doug Bishop, the Truth-in-Taxation Resolution was adopted unanimously as presented.

**Digital LED Signage**—Doug Bishop made a motion, seconded by Bill Marsh, administration was authorized to enter into a contract with Midwest Sign Company for the replacement of the Digital

LED signage at the Dennon Museum, Great Lakes Campus, and University Center Campus at the cost of \$83,820 funded by the Plant Fund reserves. The motion passed unanimously.

**Housing Rates**—On a motion by Ken Warner, seconded by Doug Bishop, Housing and Board Rates for the 2024-2025 fiscal year were adopted unanimously as presented.

**Scholars Hall VAV Upgrade**—Doug Bishop made a motion, seconded by Bill Marsh, administration was authorized to enter into a contract with Temperature Control, Inc. for \$43,750 to complete temperature control work in Scholars Hall. The motion passed unanimously.

**Byrum Fisk**—Kennard Weaver made a motion, seconded by Chris Bott, to recommend authorization for administration to enter into a contract with Byrum Fisk Advocacy Communications to provide educational communications services for an amount not to exceed \$60,500. The source of funds will be the Strategic Fund. The motion passed unanimously.

**Extended Detection and Response IT Security Platform**—On a motion by Doug Bishop, seconded by Ken Warner, it was recommended to authorize the administration to enter into a contract with Frontier Computer for the purchase of an Extended Detection and Response IT Security platform in the amount of \$50,688. This expense will be funded by the general fund. The motion passed unanimously.

**Audio Tech and Visual Communications Computer Replacement**—On a motion by Kennard Weaver, seconded by Chris Bott, it was recommended to authorize the administration to purchase replacement computers for the Audio Technology and Visual Communications (VCA) computer lab and faculty in the amount of \$37,791.00 from CDW. The motion passed unanimously.

**Aircraft Purchase**—Doug Bishop made a motion, seconded by Kennard Weaver, recommending authorization for the administration to enter into an aircraft purchase agreement with Piper Aircraft, Inc. for the purchase of a new 2025/26 Piper Seminole at an amount up to \$1,100,000 for delivery between Q4 2025 – Q1 2026. There was discussion regarding pricing demands. The motion passed unanimously.

**Apartment Renovations**—On a motion by Ken Warner, seconded by Chris Bott, recommend authorization for the administration to spend an aggregate amount not-to-exceed \$317,500 to perform interior upgrades/renovations for all unrenovated and any partially renovated units on the Front St. Flats property. In response to questions, Troy Kierczynski explained that security updates are within another project scope and how the project estimate was determined. The motion passed unanimously.

**Tribal Council 2% Funds Application**—Bill Marsh made a motion, seconded by Ken Warner, recommending authorization for administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented. The motion passed unanimously.

**REVIEW OF FOLLOW-UP REQUESTS**—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

- **Policy Committee review of definition of vulnerable populations**
- **Schedule of reserves and balances**
- **Comparisons of student employees to other educational institutions**
- **Presentation time limits to 10 minutes**

**ADJOURNMENT**—The meeting adjourned at 7:39 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations.

SIGNED \_\_\_\_\_  
Laura J. Oblinger, Chair

ATTESTED \_\_\_\_\_  
Chris M. Bott, Secretary

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
STUDY SESSION MINUTES  
Wednesday, May 22, 2024  
Timothy J. Nelson Innovation Center  
Room 14 (Lower Level)**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 1:00 p.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Andrew K. Robitshek, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner

**Trustees absent:** None

**Also present:** President Nick Nissley, Ryan Archer, Brandon List, Troy Kierczynski, Hollie DeWalt, Carly McCall, Marcus Bennett, Lynne Moritz, Jason Slade, Diana Fairbanks, Todd Neibauer, Molly Norville, Stephen Siciliano, Susan Olcott, Barbara Overdier, Beth Balentine

**REVIEW OF AGENDA**—The agenda was accepted as presented.

**PUBLIC INPUT**—There was no public input offered.

**DISCUSSION**

**Campus Facilities Master Plan**—Chair Laura Oblinger discussed the objectives and agenda of the study session before President Nissley provided additional context regarding the facilities master planning process. Nissley emphasized that the planning document is a courageous, visionary plan that upholds fiscal stewardship, revitalization and vibrancy, and looks to the future. The focus for trustee discussion will be on the budget and timeline of the proposed actions included in the plan.

Brandon List, Manager of Landscape Architecture + Planning at Tower Pinkster, and Ryan Archer, Senior Design Architect + Planner, reviewed the draft document. Appendices include the utilization study data, survey responses, etc. Archer focused on space migration opportunities for the Front Street Campus.

It was requested that a high level summary of space utilization data be included in the final document. In an effort to establish common and responsible space allocations across NMC workspace, general guidance for managing office space utilization has been established and is included in the plan. To align office space use and overall campus utilization, as individual projects are programmed and designed, office space will be upgraded on a project-by-project basis to these new standards. Regarding housing capacity and needs, there are three recommended projects: new apartments built upon the current apartment site, which would also densify residency at this portion of the campus; replacement of East Hall; and an additional residence hall. There was discussion regarding the capacity of proposed residence halls.

Regarding managing property assets, it was suggested the Policy Committee discuss the appropriate parameters for the process and procedure should it be decided that any properties be offered to sell. Policy A-106.00 Items for Specific Board Approval does state that real estate acquisition or disposition is a matter for the Board to consider.

Prioritization of ongoing projects such as Aviation, geothermal, student housing, and Eastern Avenue property development was discussed.

**BREAK**--Attendees took a break between topics and the meeting resumed at 3:00 p.m.

**DISCUSSION**

**Freshwater Research and Innovation Center (FRIC)**--Vice President for Strategic Initiatives Jason Slade provided an update on project developments, recognizing that some trustees have been involved more closely than others. The purpose of the study session topic was to identify any questions or concerns before seeking Board approval at the June regular meeting for President Nissley to enter into the Articles of Incorporation. There is also a need to contribute funding to the project, which trustees expressed support for.

The vision of FRIC is more than just a facility, it is a unique partnership formed around the idea of co-locating higher education, research & development, and business incubation in the emerging field of freshwater and marine technology. The result of this collaboration is that NMC will be unlike any other community college in Michigan, leveraging its unique programs and place to be at the forefront of the new blue economy and regional economic growth.

**REVIEW OF FOLLOW-UP REQUESTS**—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

- Send full FRIC Articles of Incorporation and By-laws to full Board, seeking assurance from Miller Canfield regarding reserved powers

**ADJOURNMENT**—The meeting adjourned at 3:53 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations.

SIGNED \_\_\_\_\_  
Laura J. Oblinger, Chair

ATTESTED \_\_\_\_\_  
Chris M. Bott, Secretary

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
SPECIAL MEETING MINUTES  
Tuesday, June 11, 2024  
President’s Office Conference Room**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 4:00 p.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Chris M. Bott, Kennard R. Weaver, Kenneth E. Warner,  
Douglas S. Bishop, Bill F. Marsh, Andrew K. Robitshek

**Trustees absent:** None

**Also present:** President Nick Nissley, Lynne Moritz, Troy Kierczynski

**REVIEW OF AGENDA**—The agenda was amended to remove Item E and place it on the June 24 regular meeting agenda as edits to the previously approved ballot language are still in development.

**PUBLIC INPUT**—There was no public input offered.

**Educational Communications**—Chair Laura Oblinger shared context regarding the educational communications pertaining to the Benzie annexation ballot proposal. Pursuant to Policy A-106.00, Kennard Weaver made a motion, seconded by Ken Warner, to authorize administration to spend up to \$200,000 for educational communications through partnership with Byrum Fisk. The source of funding will be the strategic fund. The motion passed unanimously.

**REVIEW OF FOLLOW-UP REQUESTS**—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

- Send amended ballot language to full Board one week prior to June 24 regular meeting

**ADJOURNMENT**—The meeting adjourned at 4:09 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations.

SIGNED \_\_\_\_\_

Laura J. Oblinger, Chair

ATTESTED \_\_\_\_\_

Chris M. Bott, Secretary



**Northwestern  
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**MEMO**  
**Enrollment Services**

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: June 14, 2024  
 Subject: Summer 2024 Enrollment Update

**Summer 2024**

Summer enrollment for 2024 is currently up 117 students and 525 contact hours compared to the same time last year. Report date is June 18 and the full report will be available for the July board meeting.

	2021	2022	2023	2024	Δ
<b>Inquiries</b>	819	679	918	927	1.0%
<b>Applicants</b>	796	656	899	919	2.2%
<b>% Applied</b>	97.2%	96.6%	97.9%	99.1%	1.2%
<b>Admits</b>	582	448	590	664	12.5%
<b>% Admitted</b>	73.1%	68.3%	65.6%	72.3%	6.6%
<b>Admits Registered</b>	235	192	230	300	30.4%
<b>% Admits Registered</b>	40.4%	42.9%	39.0%	45.2%	6.2%
<b>Prior Admits Registered</b>	8	5	3	4	33.3%
<b>Retained Students</b>	776	761	711	752	5.8%
<b>% Retained</b>	25.9%	24.6%	24.8%	25.5%	0.7%
<b>Return Students</b>	136	83	67	72	7.5%
<b>Average Contact Hours</b>	6.05	5.63	5.55	5.44	-2.0%
<b>Total Headcount</b>	1,155	1,041	1,011	1,128	11.6%
<b>Total Contact Hours</b>	6,982	5,865	5,610	6,135	9.4%
<b>Tuition</b>	1,472,442	1,267,879	1,266,311	1,430,033	12.9%

**Fall 2024**

Headcount for fall semester is currently up 2.8% overall and contact hours are up 1.4%. Orientations and enrollment events will continue through the end of August.

	2021	2022	2023	2024	Δ
<b>Applicants</b>	2,776	2,511	2,725	2,805	2.9%
<b>% Applied</b>	84.7%	80.5%	85.9%	92.4%	6.5%
<b>Admits</b>	1,966	1,769	1,818	1,864	2.5%
<b>% Admitted</b>	70.8%	70.5%	66.7%	66.5%	-0.3%
<b>Admits Registered</b>	777	676	709	701	-1.1%
<b>% Admits Registered</b>	39.5%	38.2%	39.0%	37.6%	-1.4%
<b>Prior Admits Registered</b>	43	21	30	42	40.0%
<b>Retained Students</b>	1,279	1,277	1,207	1,246	3.2%
<b>% Retained</b>	42.7%	41.4%	42.0%	42.2%	0.2%
<b>Return Students</b>	200	126	129	145	12.4%
<b>Average Contact Hours</b>	11	11.08	11.03	10.87	-1.5%
<b>Total Headcount</b>	2,298	2,100	2,075	2,134	2.8%
<b>Total Contact Hours</b>	25,283	23,262	22,887	23,206	1.4%
<b>Tuition</b>	4,826,430	4,636,578	4,809,004	5,068,249	5.4%

(Source: Digital Dashboard Same Date Comparison SP2021-2024)



**MEMO**  
*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
**Date:** June 7, 2024  
**Subject:** Summary Report for the General Fund as of May 31, 2024

The attached reports summarize the financial results for the General Fund as of May 31, 2024. The 11th month represents 92% of the year.

**Month End Results**

*The month-end reports are interim and not a reflection of actual year-end results.*

The timing of revenue and expenses fluctuates throughout the year and will affect year-end results.

The general fund has year-to-date revenue over expenses of \$5,905,089. Revenue increased by 11% when comparing year-to-date May 2024 to May 2023. Expenses increased by 12% when comparing year-to-date May 2024 to May 2023.

**Revenue (letters refer to the attached General Fund summary)**

- A. Tuition and fees: For Spring 2024, the budget was set at 29,188 contact hours for a total budget revenue of \$6,401,718. Actual spring contact hours are projected at 30,206 with actual revenue of \$6,547,543. Spring revenue is trending over budget by \$145,825. For Summer 2024, the budget was set at 6,276 contact hours for a total budget revenue of \$1,368,729. Actual summer contact hours are 6,199 with actual revenue of \$1,443,061. Summer revenue is trending over budget by \$74,332.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 9% over the previous fiscal year.
- C. State Sources include operational appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Actual year-to-date investment income recorded for fiscal year 2024 reflects interest and dividend income only. Interest income will exceed the amount earned in fiscal year 2023 due to rising interest rates.
- E. Both Private Sources and Other Sources are timing and event-dependent.

**Expenses**

- F. Salaries and benefits are tracking under budget.
- G. Overall expenses are under budget at this time.
- H. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.



# Northwestern Michigan College

## Unaudited



Month end reports are interim and not a reflection of year end results.

### Summary Report for General Fund Accounts

*Fiscal Year 2024, Period 11*

Funds	Accounts	2023-2024 Adjusted Budget	YTD Activity	% of Annual Budget
<b>TOTAL GENERAL FUND</b>				
<b>50</b>	<b>Revenues</b>			
	Tuition and Fees	22,212,097	22,685,478	102.13%
	Property Taxes	13,900,791	13,769,707	99.06%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	36,112,888	36,455,185	100.95%
	State Sources	10,826,033	10,341,457	95.52%
	Federal Sources	0	0	*
	Private Sources	1,175,242	899,028	76.50%
	Investment Income	320,000	1,014,665	317.08%
	Other Sources	<u>495,000</u>	<u>559,326</u>	113.00%
	<b>Total Revenues</b>	<b>48,929,163</b>	<b>49,269,661</b>	<b>100.70%</b>
<b>60</b>	<b>Labor</b>			
	Salaries & Wages	25,137,688	21,512,970	85.58%
	Benefits	<u>10,286,740</u>	<u>9,478,596</u>	92.14%
	<b>Total Labor</b>	<b>35,424,428</b>	<b>30,991,566</b>	<b>87.49%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	2,895,004	3,478,585	120.16%
	Supplies & Materials	3,107,437	2,864,930	92.20%
	Internal Services	110,273	119,693	108.54%
	Other Expenses	1,603,453	1,315,071	82.01%
	Institutional Expenses	1,700,512	1,687,604	99.24%
	Maintenance & Renovation	1,944,397	1,856,269	95.47%
	Prof Develop, Travel & Events	600,659	593,665	98.84%
	Capital Outlay	<u>98,000</u>	<u>115,517</u>	117.87%
	<b>Total Expenses</b>	<b>12,059,735</b>	<b>12,031,334</b>	<b>99.76%</b>
	<b>Total Expenditures</b>	<b>47,484,163</b>	<b>43,022,900</b>	<b>90.60%</b>
<b>80</b>	<b>Transfers</b>			
	Transfers	1,445,000	341,672	23.65%
	<b>Total Transfers</b>	<b><u>1,445,000</u></b>	<b><u>341,672</u></b>	<b>23.65%</b>
	<b>Total Expenditures and Transfers</b>	<b>48,929,163</b>	<b>43,364,572</b>	<b>88.63%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>5,905,089</b>	



**Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
May 2024 vs. May 2023**

**INTERIM**  
This statement does not  
reflect year-end results.

	YTD 5/31/2024	YTD 5/31/2023	\$ Diff	% Diff	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 22,685,478	\$ 20,545,365	\$ 2,140,113	10%	Primarily due to higher enrollment resulting in higher tuition and fee revenue, higher EES revenue, and higher flight fee revenue
Property Taxes	13,769,707	12,663,523	1,106,184	9%	Timing of property tax payments received from townships and overall increases in property values
<b>Total Local Sources</b>	<b>36,455,185</b>	<b>33,208,888</b>	<b>3,246,297</b>	<b>10%</b>	
State Sources	10,134,027	9,364,946	769,081	8%	Higher state appropriations received in FY24
State PPT Reimbursement	207,430	75,938	131,492	173%	Higher PPT reimbursement in FY24; also impacted by timing of second PPT reimbursement
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	899,028	796,110	102,918	13%	Timing of recording of quarterly Foundation gifts
Investment Income	1,014,665	483,065	531,600	110%	Higher interest/dividends recognized in FY24 than in FY23
Other Sources	559,326	593,721	(34,395)	-6%	Primarily due to Marine Center revenue being recognized as workshop revenue in FY24 (activity recognized with tuition and fees); partially offset by higher facility rental income in FY24
<b>Total Revenue</b>	<b>49,269,661</b>	<b>44,522,669</b>	<b>4,746,993</b>	<b>11%</b>	
<b>Expenses</b>					
Salaries and Wages	21,512,970	19,790,302	1,722,668	9%	Consistent with prior year; professional salary expenses are higher in FY24 and partially offset by lower adjunct expenses due to EduStaff transition
Benefits	9,478,596	8,534,767	943,829	11%	Primarily due to higher health benefit expenses impacting FY24 and higher MPSERS expenses in FY24
Purchased Services	3,478,585	2,542,548	936,037	37%	Primarily due to transition of adjunct and supplement staff to EduStaff; also impacted by higher legal fees and advertising expenses in FY24
Supplies & Materials	2,864,930	2,532,194	332,736	13%	Primarily due to higher class related fees in FY24
Internal Services	119,693	50,383	69,310	138%	Timing of internal events/charges
Other Expenses	1,315,071	1,160,176	154,895	13%	Primarily due to higher recruiting/promotion expenses, financial charges, non-professional development events, and Native Tuition waivers in FY24
Institutional Expenses	1,687,604	1,740,944	(53,340)	-3%	Consistent with prior year
Maintenance & Renovation	1,856,269	1,511,282	344,987	23%	Due to higher equipment and software maintenance expenses in FY24
Professional Development	593,665	503,918	89,747	18%	Primarily due to higher professional development expenses in FY24
Capital Outlay	115,517	200,103	(84,586)	-42%	Less COAT purchases in FY24
<b>Total Expenses</b>	<b>43,022,900</b>	<b>38,566,617</b>	<b>4,456,283</b>	<b>12%</b>	
<b>Transfers</b>	<b>341,672</b>	<b>352,733</b>	<b>(11,061)</b>	<b>-3%</b>	Aviation flight hour transfers, departmental transfers, and indirect grant revenue transfers for FY24
<b>Total Expenses &amp; Transfers</b>	<b>43,364,572</b>	<b>38,919,350</b>	<b>4,445,222</b>	<b>11%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 5,905,089</b>	<b>\$ 5,603,319</b>	<b>\$ 301,771</b>	<b>5%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
May 2024 vs. April 2024**

**INTERIM**  
This statement does not  
reflect year-end results.

	YTD 5/31/2024	YTD 4/30/2024	May 24 Activity	April 24 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 22,685,478	\$ 21,404,399	\$ 1,281,079	\$ 2,317,536	Lower spring tuition allocation in May than in April (4 weeks spring tuition in April vs. 1 week spring tuition in May); partially offset by beginning of summer tuition allocations in May
Property Taxes	13,769,707	13,769,707	-	522,510	Timing of tax collections received
<b>Total Local Sources</b>	<b>36,455,185</b>	<b>35,174,106</b>	<b>1,281,079</b>	<b>2,840,046</b>	
State Sources	10,134,027	8,780,146	1,353,881	1,183,367	Timing of MPERS offset payments received
State PPT Reimbursement	207,430	89,057	118,373		- PPT reimbursement payment received in May
Federal Sources	-	-	-		- Consistent with prior month
Private Sources	899,028	900,827	(1,799)		- Consistent with prior month
Investment Income	1,014,665	843,083	171,582	63,566	Higher investment activity income in May than in April
Other Sources	559,326	516,116	43,210	116,850	Bank of America annual rebate received in April
<b>Total Revenue</b>	<b>49,269,661</b>	<b>46,303,335</b>	<b>2,966,326</b>	<b>4,203,829</b>	
<b>Expenses</b>					
Salaries and Wages	21,512,970	18,569,218	2,943,752	2,055,535	Three pay periods in May
Benefits	9,478,596	8,330,203	1,148,393	875,259	Three pay periods in May
Purchased Services	3,478,585	3,043,349	435,236	165,831	Primarily due to higher purchased service expenses in May
Supplies & Materials	2,864,930	2,510,686	354,244	416,720	Lower class fee related expenses in May (primarily due to timing of expenses for international trips)
Internal Services	119,693	84,869	34,824	6,425	Timing of internal events/charges (including opening conference, HR new employee orientation, and transfer to halls auxiliary funds for fall semester fitness fees)
Other Expenses	1,315,071	1,181,023	134,048	134,873	Consistent with prior month
Institutional Expenses	1,687,604	1,563,305	124,299	141,781	Consistent with prior month
Maintenance & Renovation	1,856,269	1,519,405	336,864	184,129	Primarily due to timing of software invoice received in May
Professional Development	593,665	530,547	63,118	37,849	Lower professional development fees in May than in April
Capital Outlay	115,517	115,517	-	6,782	No activity in May
<b>Total Expenses</b>	<b>43,022,900</b>	<b>37,448,122</b>	<b>5,574,778</b>	<b>4,025,184</b>	
<b>Transfers</b>	<b>341,672</b>	<b>341,672</b>	<b>-</b>		- Aviation flight hour transfers, departmental transfers, and indirect grant revenue transfers for FY24
<b>Total Expenses &amp; Transfers</b>	<b>43,364,572</b>	<b>37,789,794</b>	<b>5,574,778</b>	<b>4,025,184</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 5,905,089</b>	<b>\$ 8,513,541</b>	<b>\$ (2,608,452)</b>	<b>\$ 178,645</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2024**  
**As of 6/7/2024**

**INTERIM**  
This statement does not reflect  
year-end results.

	<b>FY23 Actual</b>	<b>FY 24 Budget</b>	<b>YTD 6/7/2024</b>	<b>FY 24 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 21,323,999	\$ 22,212,097	\$ 22,759,510	\$ 23,810,757	1,598,660	Enrollment was higher than expected in Fall / Spring. Also, aviation flight fees are trending higher than budgeted.
Property Taxes	12,663,865	13,900,791	13,769,707	13,769,707	(131,084)	Actual property taxes are slightly below budgeted amount
<b>Total Local Sources</b>	<b>33,987,864</b>	<b>36,112,888</b>	<b>36,529,217</b>	<b>37,580,464</b>	<b>1,467,576</b>	
State Sources	14,609,228	10,696,033	9,259,503	11,163,668	467,635	Currently trending above budget due to higher than expected MPSERS offset receipts
State Property Tax Reimbursement	185,235	130,000	207,430	156,477	26,477	In line with budget
Federal Sources	9,200	-	(0)	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Private Sources	1,333,617	1,175,242	899,028	1,200,242	25,000	In line with budget
Dividend and Interest Income	544,035	320,000	1,014,665	1,074,665	754,665	The College continues to take advantage of a favorable interest rate environment
Unrealized Gain (Loss) on Investments	(530,514)	-	-	-	-	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Other Sources	675,147	495,000	576,604	616,824	121,824	Increase in extra sales including culinary sales and administrative fees earned from NJTP program in FY24
<b>Total Revenue</b>	<b>50,813,812</b>	<b>48,929,163</b>	<b>48,486,447</b>	<b>51,792,340</b>	<b>2,863,177</b>	
<b>Expenses</b>						
Salaries and Wages	23,517,092	25,137,688	21,512,970	24,475,423	(662,265)	Currently trending below budget due to shift to EduStaff for suppl + adjuncts, and open positions
Benefits	13,441,442	10,286,740	9,481,000	10,776,119	489,379	Currently trending above budget due to increasing health benefit expenses
Purchased Services	3,073,784	2,895,004	3,535,028	4,082,506	1,187,502	Trending above budget due to impacts of EduStaff transition
Supplies & Materials	2,861,325	3,107,437	2,873,674	3,391,573	284,136	Trending above budget primarily due to extra expenses relating to international trips
Internal Services	82,699	110,273	123,507	125,555	15,282	In line with budget
Other Expenses	1,238,042	1,603,453	1,322,058	1,658,002	54,549	Trending above budget for student assistance expenses (offset by Foundation gifts), recruiting expenses, and Native tuition waivers
Institutional Expenses	1,919,104	1,700,512	1,696,788	1,973,753	273,241	Budgeted for increases in utilities but electric expenses are currently trending above budget (impacted by change to peak vs non-peak hour billing model implemented by vendor)
Maintenance & Renovation	1,565,241	1,944,397	1,867,404	2,055,766	111,369	Maintenance of equipment trending above budget
Professional Development	593,380	600,659	595,098	714,462	113,803	Increased activity in PD events and travel
Capital Outlay	842,128	98,000	115,517	131,517	33,517	
<b>Total Expenses</b>	<b>49,134,237</b>	<b>47,484,163</b>	<b>43,123,044</b>	<b>49,384,676</b>	<b>1,900,513</b>	
<b>Transfers Out (In)</b>						
Plant Fund - General Maintenance	1,210,000	1,230,000	-	1,230,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	-	40,000	-	40,000	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	498,106	450,000	380,434	507,245	57,245	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - New Capital Projects	-	-	-	1,000,000	1,000,000	Transfer current year surplus towards new projects
Bd Designated - Strategic Projects	250,000	275,000	-	425,000	150,000	Budgeted transfer for strategic projects, plus \$150k in additional surplus
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted Fund - GLMA Direct Support	(1,061,425)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act	-	-	-	-	-	
Program Specific	-	-	(38,762)	(253,762)	(253,762)	Indirect cost rate recovery for ADN to BSN nursing grant
<b>Total Transfers</b>	<b>1,446,680</b>	<b>1,445,000</b>	<b>341,672</b>	<b>2,398,483</b>	<b>953,483</b>	
<b>Total Expenses &amp; Transfers</b>	<b>50,580,917</b>	<b>48,929,163</b>	<b>43,464,716</b>	<b>51,783,159</b>	<b>2,853,996</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 232,895</b>	<b>\$ -</b>	<b>\$ 5,021,732</b>	<b>\$ 9,181</b>	<b>\$ 9,181</b>	



## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

**From:** Diana Fairbanks, Associate VP of PR, Marketing and Communications

**Date:** 6-18-24

**Subject:** May 2024 Monthly Report

NMC saw YOY growth in most media categories in May with strong end of the semester activities. It was a mixed month for paid media performance. While applications and accounts dipped slightly MOM, we are seeing strong improvements in other areas like ROAS (return on advertising spend) and CPA (cost per application.) We continue to monitor increases in “cost per click” across the higher ed segment. This has more than doubled from the previous year and is especially prevalent in the traditional aged demographic. Earned media performance was up MOM in total stories and value. Sentiment dipped slightly MOM due to concerns about the Benzie annexation and Eastern Ave. development, but sentiment is still very strong and within our historic average. Top stories included Aquahacking, FRIC and Sen. Peter’s GLMA award. In Owned media, NMC Now is on summer hiatus. Content development continues on the new community report with a targeted launch date of fall 2024. The goal of the new piece is to directly communicate NMC’s value proposition with tax payers. Shared media followers were up. Engagement was up MOM, but dipped YOY due to a shift in paid campaigns. May’s highest performing posts include commencement, surg tech alum and study abroad. Finally, we finalizing the discovery phase of the brand assessment and strategy development. The initial research shows some strong emerging themes for NMC’s unique value proposition in the marketplace and consumer sentiment. The Board Executive Committee will get a progress update in June with a full board update at the July regular meeting. NMC Public Relations, Marketing and Communication key performance indicators for May 2024 include:

### ***Paid Media*** - ↓

- Applications: 108
- Accounts: 119

### ***Earned Media*** - ↑

- Media mentions: 205
- Positive/neutral sentiment: 95%
- Publicity value: \$3.2M

### ***Owned Media*** ↑

- NMC Now is on summer hiatus. Content development continues on the new community report.

### ***Shared Media*** ↑

- Facebook followers: +9% YOY
- Facebook engagement: -65% YOY
- Instagram followers: +10% YOY
- Instagram engagement: -9% YOY



**To:** NMC Board of Trustees  
President Nick Nissley, Ed.D.

**From:** Carly McCall, Director of Alumni Engagement

**Date:** June 17, 2024

**Subj:** Foundation Update

### Fund Raising – a report on FY24 goals

As of June 12, 2024, the fiscal year is 96% completed. 92% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 4,339 gifts and pledges recorded.

#### FY24 Total Dollars Raised Through the NMC Foundation

\$2,117,473	Total cash gifts and pledges received to date (including The Fund for NMC)
\$944,000	New documentation of planned gift intentions
<u>+ \$245,268</u>	Gross event revenue
<b>\$3,306,741</b>	<b>Total raised through gifts, new planned gift commitments, and events</b>
\$667,000	Additional cash, received from previously documented planned gifts

Of the gifts realized (cash, pledges, and planned gifts), donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$348,141 (9% of total)
- Scholarships, both restricted and endowed funds - \$1,819,575 (67%)
- Program support and capital projects at NMC - \$893,757 (24%)

#### Foundation Initiatives

- **Taste of Success** final numbers are compiled and this year's event netted approximately \$167,000, \$20,000 above our previous record (last year). This includes \$80,000 in sponsorships. Save the date for next year: April 25, 2025
- Over 300 people gathered on May 17th to celebrate **Paul Welch's 90th birthday** and his exhibit at the Denno Museum. Paul selected pieces for the show, many of which were for sale, raising over \$7,000 for his scholarship/program fund at NMC
- We were honored to be part of a Celebration of Life for NMC's founding Aviation Director, **Bob Buttleman**. Dozens of alumni, faculty and staff joined family and friends for a heartwarming remembrance. Bob's family started a new scholarship at NMC in his name for Aviation students.
- Outgoing and incoming Foundation Board chairs, Jayne Mohr and Pat Warner, respectively, held one-on-one meetings with a majority of NMCF Board members. Feedback gathered in the 20+ hours of conversation will be helpful in keeping the board engaged and energized.
- We are looking forward to welcoming new Chief Advancement Officer Dino Hernandez in August and are planning meetings and activities to get him fully immersed and empowered with Foundation and College knowledge!

Northwestern Michigan College  
Board of Trustees  
**Policy Committee Minutes**  
June 11, 2024  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 2:00 p.m.

Members Present: Chris Bott, Doug Bishop, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Beth Balentine

**Policies Scheduled for Review in 2024**—The following policies were up for their scheduled five-year review, with the corresponding changes recommended to move forward for their first reading at the June regular meeting of the full Board of Trustees.

**Policy D-500.00 Operations**

The second paragraph should begin with “In conjunction with the strategic plan...” No other edits or additions were recommended. Doug Bishop made a motion, seconded by Ken Warner, to recommend the revisions to the full Board. The motion passed unanimously.

**Policy D-600.00 Champion**

The same phrase of “In conjunction with the strategic plan” was recommended for addition to the second paragraph, same as with the prior policy review. For item six, it was recommended to change “citizens which” to “residents that.” Doug Bishop made a motion, seconded by Ken Warner, to recommend the revisions to the full Board. The motion passed unanimously.

**Policy D-700.00 Work Culture**

The following edits were recommended for the second paragraph:

*In conjunction with the strategic plan, ~~The~~ President shall exercise and promote innovative and creative leadership in pursuit of an effective work culture at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy.*

Consideration of whether the policy intends to address both employee and

student culture was discussed. As it was noted that Policy D-700.00 is the first in numerous Human Resources policies (all numerically nested in the seven-hundreds), it was recommended the policy be renamed “Work Culture.” Ken Warner made a motion, seconded by Doug Bishop, to recommend the revisions to the full Board. The motion passed unanimously.

It was recognized that the college’s notice of nondiscrimination statement is imbedded within Policy D-700.00, as well as D-600.00; the nondiscrimination statement was revised in 2023. The reason for the 2023 update will be confirmed before amending that portion of these policies.

**Policy A-106.00 Items for Specific Board Approval**—While not scheduled for review, this policy was discussed as a recent Board of Trustees Building and Site Committee meeting identified the potential need to add approval of leases to the list of items. As such, the following item will be added to the bulleted list in the finance section of the policy:

- Leases of College property (as lessor or lessee) exceeding three years or more and exceeding \$50,000 annually

It was also recommended that the threshold for general fund line-item expenditures be increased to “\$50,000 or more, and \$75,000 or more on construction/renovation projects.”

Under the “Other” category of Policy A-106.00 the following revision was recommended:

- Approval of ~~Board Level Strategic Goals~~ the college’s strategic plan, including modifications

Ken Warner made a motion, seconded by Doug Bishop, to recommend the revisions to the full Board. The motion passed unanimously.

There was discussion regarding the process for Board approval and the solicitation process for proposals of lease or purchase of real estate. It was determined to leave as is “real estate acquisition and disposition” as currently listed as an item for specific Board approval.

### **Other Discussion**

As follow up from the May regular Board meeting, defining vulnerable student populations was discussed. A summary of results from a fall DEIB survey is forthcoming, as is determination of where such definition would potential exist within college policies. The topic will be discussed at a subsequent meeting of the committee.

Policy A-103.00 Board Committees will also be discussed at the next meeting, to consider defining members of the Board Executive Committee and potentially



recommending that no more than two individuals or two couples be recommended as Fellows of the College each year.

President Nissley shared that the NMC Foundation Audit Committee plans to discuss investments and investment policy following public comment at the regular meeting of the Board of Trustees on May 20, 2024.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 2:46 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

Northwestern Michigan College  
Board of Trustees  
**Building & Site Committee Minutes**  
June 11, 2024  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Ken Warner called the meeting to order at 3:00 p.m.

Members Present: Ken Warner, Chris Bott, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Ray Kendra, Beth Balentine, Susan Olcott, Barbara Overdier, 7&4 Reporter

**Aviation Hangar Expansion**—Ray Kendra, architect with Environment Architects, reviewed updated preliminary drawings for the hangar expansion project.

There was a question regarding the reduction in parking spaces adjacent to the hangar presently; it has been identified that students and employees utilize the Parsons-Stulen parking lot and the additional parking is not needed. New vegetation and trees will offset those that need to be removed due to the building expansion; the current drawing estimates seven trees require removal, with eight trees being planted in new locations on the property. There was discussion regarding the color of the building and adjacent buildings, as well as discussion regarding the length of “down time” impacting the fleet and ensuring aircraft are protected from inclement weather. Kendra assured weather protection is on the planning timeline.

President Nissley acknowledged plans to install a segment of the original Aviation office, including founding director Bob Buttleman's office wall which was signed by attendees at his Celebration of Life service on June 1, 2024, in the lobby of the expanded hangar.

**Campus Facilities Plan**—Tower Pinkster continues to edit the draft plan, incorporating discussion from the May 22 study session into the final document. Vice President Kierczynski reviewed input from the study session, which will be outlined in a memo included in the June 24 Board packet. The final plan will include incorporating high level data on space utilization campus-by-campus and building-by-building for the Aero Park Campus and Front Street Campus per Board request. It was confirmed that additional floors could be added to a new residence hall versus adding multiple residence halls and there is available space at the newly acquired apartments on Front Street. The final version of the facilities plan will be proposed for approval by the full Board of Trustees at their regular meeting on June 24, 2024.

Trustee Weaver emphasized that the facilities plan outlines potential projects, but that not all projects in the plan will come to fruition. Each project will require Board approval in compliance with Policy A-106.00 Items for Specific Board Approval.

**Public Input**—There was no public comment offered.

Other Discussion–The next meeting date of July 17 was confirmed, with an adjustment to the start time at 1:00 p.m. instead of the original time of two o'clock.

The meeting was adjourned at 3:52 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations

Northwestern Michigan College  
Board of Trustees  
**Audit Committee Minutes**  
June 20, 2024  
Timothy J. Nelson Innovation Center  
Room 106/107  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 1:31 p.m.

Members Present: Kennard Weaver, Andy Robitshek, Bill Marsh

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Todd Neibauer, Dan Wasson

### **Cybersecurity Audit**

**Closed Session**— Andy Robitshek made a motion, seconded by Bill Marsh, that the Board convene in closed session as permitted by Section 8(1)(h) of the Open Meetings Act, MCL 15.268, to consider materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(y) of Michigan’s Freedom of Information Act, MCL 15.243(1)(y). The motion passed with the following roll call vote: Yes—Bill Marsh, Andy Robitshek, Kennard Weaver; No—none; and the Board Committee went into closed session at 1:33 p.m.

**Reconvene Regular Meeting**—Bill Marsh made a motion by, seconded by And Robitshek, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Andy Robitshek, Bill Marsh, Kennard Weaver; No—none; and the Board reconvened in regular open session at 2:09 p.m.

**Potential Other Discussion**—The report will be recommended for future review of the full Board, again in closed session.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 2:10 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations



Northwestern  
Michigan  
College

**MEMO**  
Administrative Services

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
 Troy Kierczynski, Vice President of Finance and Administration  
**Date:** June 19, 2024  
**Subject:** **NMC Thrive – A Campus Plan for a Vibrant College**

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### **Board Authorization Requested**

Recommend that the board of Trustees approve the NMC Campus Facilities Plan as included with the materials for their June 24, 2024 Board meeting.

### **Background/Scope**

In March 2023, the Board of Trustees authorized administration to hire Tower Pinkster Titus Associates as a planning consultant. Over the past 15 months, Tower Pinkster and the college engaged in a robust planning process to evaluate the College's physical campuses and properties, assess building and space utilization, analyze student housing needs, develop a strategy for vacant properties, create a framework for campus energy sustainability, and more. This work, particularly the space utilization data, ultimately drove the key planning recommendations outlined in the **Executive Summary (pages 9-11)**.

Throughout this planning process, we solicited engagement from College staff, faculty, students, neighbors, and community members in a variety of ways: we conducted dozens of departmental/committee/council interviews covering all academic and institutional support areas, held meetings with student government association and other student groups, hosted three public listening and input sessions inviting our neighbors and the community (200+ attendees), developed and distributed a community survey (350+ responses), and held specific meetings with BATA/TC Parking, University Center partners, and other external groups to gather input. The input we received from each of these groups was critical in shaping our planning recommendations.

The development of this plan also included two Board of Trustees study sessions (February 1 and May 22, 2024). Based upon discussion at the May 22 Study Session, the following adjustments were made to the document:

- A summary of current and future space utilization by category of usage is now included along with narrative to add context **(see new pages 40-41)**
- We explored the possibility of adding additional floors to the new East Hall vs. the proposed option of building a new dormitory **(see notations on pages 43 and 44)**
  - NMC's Front St. campus's zoning of "NMC-2" allows for max building height of 90', which could accommodate up to 6 floors but may require a zoning variance for residential density
- We explored the possibility of building additional apartment units on our newly acquired property at 1550 and 1560 E Front St. We believe potential exists for two new complexes and up to 24-30 apartment units (48-60 beds) on this property **(see notation on page 43)**
- We adjusted our recommended implementation schedule as follows **(page 63)**:
  - Placemaking projects will be considered as early as 2025
  - Housing projects will be considered as early at 2027
  - Repurposing of the University Center and disposal of unused property assets were added to this implementation table using a different color scheme denoting them as asset management strategies.
- Icons were added to the conceptual budget denoting projects that meet our revenue enhancement and diversification goals **(page 62)**

Central to our *NMC THRIVE* plan is the goal of enhancing campus life. By consolidating student services, developing new and modern campus housing, and revitalizing our teaching and learning spaces, we are creating a more engaging, accessible, and supportive atmosphere for our students, faculty, staff and guests. We believe this plan provides the appropriate level of visioning and detail to transform our campuses to meet the ongoing needs of the College and the communities it serves.

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President for Strategic Initiatives  
**Date:** June 18, 2024  
**Subject:** Authorize the Freshwater Center Articles of Incorporation

## **Board Authorization Requested:**

Authorize President Nissley to approve and cause to be filed, in consultation with legal counsel, the Articles of Incorporation, forming the nonprofit corporation, The Freshwater Center, with Discovery Center and Pier.

## **Background and Structure:**

The Freshwater Center, a nonprofit corporation, will be formed with the purpose of managing and owning the Freshwater Research and Innovation Center. The Freshwater Research and Innovation Center is a:

- 40,000 sq ft flexible research and innovation center focused on water technologies
- located on 17 acres owned by Discovery Center and Pier
- and will house research, start-ups, tech transfers (lab to market) technologies, small businesses, water-related organizations, and the Great Lakes Water Studies Institute

The State of Michigan has allocated \$15M of funding towards this project and, to date, over \$18.7M of funding has been secured towards the total investment of \$28M for the dockside learning center and Freshwater Research and Innovation Center. Architectural designs and renderings are complete with construction bids being awarded December 2024 and construction starting fall 2025. The final project should be completed by spring 2027.

As per the articles of incorporation, and consistent with NMC's education and pedagogical mission, the duties of the newly formed corporation will include:

- To hold ownership rights and share in the operation of an institution committed to conducting, organizing, and driving scientific research, education, and innovation around freshwater sciences and marine technologies.
- To buy, own, sell, manage, receive, administer, and lease real estate, personal property, and other assets of the Freshwater Research and Innovation Center.
- To promote and be responsible for the operation and development of the Freshwater Center.

Northwestern Michigan College (NMC) and Discovery Center and Pier (DCP) will form the two classes of members of the corporation. The initial 9-seat board of directors will consist of two representatives for NMC, 2 representatives for DCP, a representative each from Traverse Connect, MTU, and 20Fathoms, as well as two at-large members. The bylaws for the Freshwater Center include necessary reserved (veto) powers for NMC and DCP over the budget, debt, reserves, merger, and other areas that impact the finances of the center.

NMC, DCP, Traverse Connect, MTU and 20F will continue to engage the state and local governments to make Traverse City the epicenter of the new blue economy and this center will be a key part of this initiative.

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President for Strategic Initiatives  
 Troy Kierczynski, Vice President for Finance & Administration  
**Date:** June 18, 2024  
**Subject:** Authorize Financial Support of the Freshwater Center

## **Board Authorization Requested:**

Authorize President Nissley to effectuate a \$3,000,000 commitment to the development of the Freshwater Research and Innovation Center.

## **Background and Analysis:**

The below analysis aims to address the key financial and risk considerations of the proposed \$3 million commitment. **Please see the accompanying memo titled “Authorize the Freshwater Center Articles of Incorporation” for more information on the background, purpose, and structure of the Freshwater Center entity.**

### *Project Costs and Funding*

Total estimated construction costs for the Freshwater Research and Innovation Center and Dockside Learning Center is \$28.0 million. To date, Northwestern Michigan College (“NMC”) and Discovery Center and Pier (“DCP”) (together, “the members”) have secured \$18.7 million of funding including \$15.0 million awarded by the State of Michigan. With this initial funding gap of \$9.3 million, DCP’s Board formally committed \$3.0 million to this project at a Spring 2024 board meeting. If the proposed commitment from NMC is approved, the remaining \$3.3 million needed for the project is expected to be addressed through joint fundraising and State/Federal grant opportunities.

### *Financial Reporting Implications for NMC*

The Freshwater Center is legally structured as a **Michigan nonprofit corporation**, organized on a non-stock membership basis, legally separate from NMC, with distinct articles of incorporation, bylaws, and a board of directors.

For financial reporting purposes, the Freshwater Center will not be consolidated with NMC nor reported as a component unit of the College. Instead, NMC will treat its investment in the Freshwater Center as a **joint venture investment** per *GASB Statement No. 14: The Financial Reporting Entity*:

- In year 1, NMC will report an asset labeled “*equity interest in Freshwater Center joint venture*” on its statement of net position. This asset will be calculated based on NMC’s share of the Freshwater Center’s net assets; NMC’s share is determined by its proportion of total member contributions.
- In subsequent years, NMC will adjust the asset to recognize its share of the Freshwater Center’s change in net position (i.e. profit or loss). This adjustment will be reported on the College’s statement of revenues, expenses, and changes in net position as a single line. NMC will rely on the financial statements produced by the Freshwater Center to recognize periodic changes to this investment.



- NMC's (50%) interest is expected to be \$13-15 million once the building and dockside learning center assets are placed in service, which will result in an immediate boost in the College's net position and reserves.

By matching DCP's \$3 million member commitment, NMC will maintain its 50% financial interest in the Freshwater Center; more importantly, the commitment will help close the project funding gap, solidify NMC's position as a national leader in Freshwater education, and stimulate economic development in the community.

#### *Operating Model*

Over the past year and a half, the members collaborated to develop a sustainable operating model for the Freshwater Center. This work included engaging third-party consultants to assist with financial modeling. A recent feasibility study report produced independently by the Illinois Facilities Fund ("IFF") explored several leasing models, each demonstrating strong, sustainable operating margins for the first 10 years.

It should be noted that depreciation expense was excluded from IFF's operating models; when considered, this non-cash expense could drive "book" losses despite strong recurring operating income and steady cash flows. However, NMC will achieve full return on investment (and much more) in the year the buildings are placed into service by virtue of recognizing the College's share of the expected \$28-\$30 million of Freshwater Center's net assets.

#### *Dissolution Considerations*

In the event the Freshwater Center is dissolved, its net assets will be distributed to the two members as they agree or otherwise equally.

#### *Conclusion*

We believe that the proposed \$3 million investment will benefit the College and community for years to come, provide immediate return on investment, diversify NMC's investments, and generate a stable long-term revenue stream for the College. Besides the direct financial benefit, NMC's involvement and commitment to this project will elevate the College's water-related programming and reputation both regionally and nationally.

#### **Funding Sources:**

The \$3,000,000 investment will be funded by the following reserve balances:

- \$2,500,000 from Housing reserves
- \$250,000 from Strategic Fund reserves
- \$250,000 from Hagerty Center reserves

Our projected FY24 reserve balances are included within the FY25 budget package (also in this board packet). The timing for distribution(s) of these funds will be coordinated between the members based on cash flow needs for construction, and could occur in a lump sum or several installments by no later than December 2026.

**TAX LEVY AUTHORIZATION RESOLUTION  
FOR ADOPTION BY THE BOARD OF TRUSTEES OF  
NORTHWESTERN MICHIGAN COLLEGE**

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on June 24, 2024, at 5:30 p.m. at the Timothy J. Innovation Center at Northwestern Michigan College’s main campus in Traverse City, Michigan.

The meeting was called to order by \_\_\_\_\_.

Present: \_\_\_\_\_

Absent: \_\_\_\_\_

The following preamble and resolution were offered by Member \_\_\_\_\_ and supported by Member \_\_\_\_\_.

WHEREAS, the Board of Trustees by resolution of June 24, 2024 proposes a total authorized levy not to exceed **2.03 mills** within the district for operating purposes for fiscal year 2024-2025; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.03 mills** for operating purposes in fiscal year 2024-2025 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 24, 2024 at 5:30 p.m. in the Timothy J Nelson Innovation Center of Northwestern Michigan College to receive comments from the public regarding the proposed budget; and the budget document contains the requisite “Truth in Budgeting Act.”

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2024-2025 the total millage rate not to exceed **2.03 mills**, shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: \_\_\_\_\_

Nays: \_\_\_\_\_

Resolution declared adopted.

\_\_\_\_\_  
Chris M. Bott, Board of Trustees Secretary

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on June 24, 2024, the original of which is part of the Board’s minutes. The undersigned further certifies that notice of the meeting was given to the public pursuant to the provisions of the “Open Meetings Act” (Act 267, PA 1976, as amended).

\_\_\_\_\_  
Chris M. Bott, Board of Trustees Secretary



Northwestern  
Michigan  
College

## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
**Date:** June 17, 2024  
**Subject:** Academic Year 2024-2025 Tuition Rate Recommendations

Below are the proposed academic year 2024-2025 tuition rates for the Board of Trustees' approval.

**\*Annual Impact is calculated based on 24 contact hours in an academic year**

### **General Tuition – 3% Change**

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$ 122.00	\$ 126.00	\$4.00	\$96.00
Out of District	\$ 261.00	\$ 269.00	\$8.00	\$192.00
Out of State	\$ 340.00	\$ 350.00	\$10.00	\$240.00
International	\$ 383.00	\$ 394.00	\$11.00	\$264.00

### **Tier I – 3% Change**

*Automotive, Audio Tech, Construction Tech, Dental Assistant, Nursing, Surgical Tech and Surveying*  
 Note: Law Enforcement Certificate II/Police Academy tuition is assessed at in-district Tier I rate regardless of residency.

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$147.00	\$151.00	\$4.00	\$96.00
Out of District	\$299.00	\$308.00	\$9.00	\$216.00
Out of State	\$387.00	\$399.00	\$12.00	\$288.00
International	\$438.00	\$451.00	\$13.00	\$312.00

### **Tier II – 3% Change**

*Culinary*

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$169.00	\$174.00	\$5.00	\$120.00
Out of District	\$334.00	\$344.00	\$10.00	\$240.00
Out of State	\$445.00	\$458.00	\$13.00	\$312.00
International	\$504.00	\$519.00	\$15.00	\$360.00

**CONTINUED ON NEXT PAGE...**

**Tier III – 5% change***Maritime and 300+ Level Courses; Maritime Program charges by credit hour*

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$510.00	\$536.00	\$26.00	\$624.00
Out of District	\$510.00	\$536.00	\$26.00	\$624.00
Out of State	\$510.00	\$536.00	\$26.00	\$624.00
International	\$560.00	\$588.00	\$28.00	\$672.00

**General Fee – 3% Change**

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
All Residencies	\$33.00	\$34.00	\$1.00	\$24.00
Maritime, Nursing, Culinary	\$23.00	\$24.00	\$1.00	\$24.00

**Dual Enrollment – NO CHANGE**

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
Dual Enrollment	\$160.00	\$160.00	None	None



Northwestern  
Michigan  
College

## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, Vice President Finance and Administration

**Date:** June 13, 2024

**Subject:** Request for Blanket Purchase Orders for FY25

### Board Authorization Requested

Authorize the administration to create Blanket Purchase Orders (POs) for each vendor identified on the attached spreadsheet with estimated annual costs.

### Background / Scope of Work

The attached table lists vendors with whom we do significant amounts of business each academic year. Timing and frequency of payments vary by vendor. All amounts requested exceed the board approval threshold of \$35,000. **This procedure does not preclude nor override the bid process as outlined in our policies.**

For each vendor, the table shows the following:

- Amounts previously requested for blanket POs for FY24
- FY24 YTD spending under each blanket PO as of June 7, 2024
- Estimated blanket PO amounts for FY25

### Source of Funds

These types of expenditures are primarily operational in nature (i.e., utilities, insurance, supplies, maintenance agreements, fuel purchases, etc.). They have been included in the fiscal 2025 operating, auxiliary, and plant fund budgets in various line items such as Purchased Services, Institutional Expenses, and Supplies and Materials.

FY25 Blanket Purchase Orders		6/10/2024		
<u>CURRENT VENDOR</u>	<u>SERVICE</u>	<u>FY24 YTD</u>	<u>FY24 BLANKET PO</u>	<u>FY25 BLANKET PO</u>
Multi Service/Arrow Energy/AV Fuel/Epic	Aviation Fuel	\$399,000	\$350,000	\$400,000
ATI Attraction Marketing	Nursing Testing	\$75,000	\$75,000	\$75,000
AT&T	Telephone Service	\$33,000	\$60,000	\$35,000
Blarney Castle	Onsite Vehicle Fuel	\$27,000	\$45,000	\$45,000
Blackbaud	Fundraisier Data Base	\$66,000	\$65,000	\$65,000
Bonek Insurance	Maritime & Liquor License Insurance	\$75,000	\$70,000	\$75,000
Cessna Aircraft Co.	Aircraft Supplies	\$48,000	\$40,000	\$50,000
Spectrum Communications	Cable- Internet	\$125,000	\$100,000	\$130,000
Northwest Regional Fire Training Center	GLMA Fire Training	\$35,000	\$45,000	\$40,000
The Great Lakes Towing Company	Tug Lease	\$40,000	\$40,000	\$40,000
Crystal Flash/Blarney Castle	Ship Fuel	\$390,000	\$600,000	\$600,000
August Schell	Software	\$38,000	\$40,000	\$40,000
Merit Networks	Internet Service Provider	\$49,000	\$50,000	\$50,000
Dell Computers	Computer Purchases	\$135,000	\$150,000	\$150,000
STT	Security Services	\$655,000	\$600,000	\$700,000
DTE	Natural Gas Transportation	\$159,000	\$160,000	\$160,000
Ellucian	Software Licensing and Services	\$379,000	\$350,000	\$380,000
Emergent	Red Hat Renewal	\$0	\$0	\$40,000
Frontier Computer Corporation	Cortex Renewal	\$48,000	\$0	\$50,000
Lipari	Hawk Owl Café	\$41,000	\$60,000	\$60,000
Gordon Food	Hawk Owl Café	\$170,000	\$200,000	\$200,000
GT County/Traverse City	Water	\$69,000	\$65,000	\$70,000
GT County/Traverse City	Sewer	\$65,000	\$65,000	\$65,000
TrendyMinds	Digital Advertising/Management Fee's	\$388,000	\$450,000	\$450,000
Mise en Place Culinary Consulting	Food Service for Ship	\$345,000	\$350,000	\$350,000
Applied Imaging	Copiers Maintenance	\$42,000	\$35,000	\$45,000
MCCRMA	Comprehensive Insurance	\$267,000	\$250,000	\$275,000
Michigan State University	Contractual Services	\$60,000	\$60,000	\$60,000
Northern Strategies	Advocay Communications	\$44,000	\$50,000	\$50,000
Airpower	Aircraft Engines	\$0	\$0	\$100,000
Detroit Salt / Nichols	Road Salt/Ice Melter	\$35,000	\$40,000	\$40,000
Penn Yan Yero	Aircraft Engines	\$98,000	\$175,000	\$175,000
People Driven Technology	Camera Replacement	\$0	\$0	\$50,000
Oracle	Data Base Software Support	\$93,000	\$100,000	\$100,000

<b>CURRENT VENDOR</b>	<b>SERVICE</b>	<b>FY24 YTD</b>	<b>FY24 BLANKET PO</b>	<b>FY25 BLANKET PO</b>
Sequent Energy	Natural Gas	\$150,000	\$350,000	\$250,000
SET-SEG	Workers Compensation	\$46,000	\$50,000	\$55,000
Sysco	Hawk Owl Café	\$51,000	\$55,000	\$55,000
Superior Foods	Culinary Food	\$32,000	\$40,000	\$40,000
TC/Consumers/Cherryland	Electric Power	\$720,000	\$800,000	\$800,000
TouchNet	Software	\$92,000	\$90,000	\$95,000
US Postal Service	Postage	\$75,000	\$100,000	\$100,000
<b>TOTALS:</b>		<b>\$5,659,000</b>	<b>\$6,225,000</b>	<b>\$6,610,000</b>



**MEMO**  
*Human Resources*

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**To:** Dr. Nick Nissley, President  
**From:** Hollie DeWalt, Associate Vice President of Human Resources  
**Date:** June 12, 2024  
**Subject:** Board Authorization Request- Benefit Advisors

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**Board Authorization Requested**

Authorize the administration to enter into a contract with Gallagher Benefit Services, Inc. in the amount of \$59,000 in FY25, \$60,770 in FY26, and \$62,593 in FY27 to provide ongoing services as NMC's benefit advisors/brokers.

**Background / Scope of Work**

NMC has enlisted services from Gallagher Benefit Services, Inc., previously Ballard Benefit Works since 2005. Human Resources periodically conducts an RFP process to be sure we are continuing to receive excellent service at a competitive price. Gallagher remained competitive and we believe has the best value proposition for NMC as well. Benefit advisors/brokers play an integral role ensuring NMC is well positioned with the benefit packages offered to our employees. Gallagher focuses on cost containment strategies, compliance, benchmarking, legal insights, and a full range of benefit offerings. Gallagher has a proven track record delivering services and creating savings opportunities for NMC employees with regards to yearly medical insurance renewals. One final note, Gallagher has not increased fees for NMC since prior to 2017.

**Bid Summary**

Nine qualified firms responded to the RFP. A team from Human Resources and members of the college's Benefits Advisory Committee comprised a review team. Based on the scope of work, proposals, and fees we invited the top four firms to present to the team in May 2024. The team agreed that Gallagher was the best choice overall based on their proven success with NMC, their niche in the Michigan Community College space, and cost.

Company	Annual Fee over 3 years
Acrisure	\$50,000
Advantage	\$60,000
Brown & Brown	\$100,000; \$90,000; \$85,000
Gallagher	\$59,000; \$60,770; \$62,593
Hub	\$97,000
Lerner	\$180,000
Michigan Planners	\$60,000
Oswald	\$90,000
Segal	\$64,000

**Source of Funds**

The source of funds for this service will be general fund operating budget.



**EXHIBIT A**

**NORTHWESTERN MICHIGAN COLLEGE ANNEXATION PROPOSITION**

*If this proposal is approved,*

- *Residents of Benzie County would join the Northwestern Michigan College district*
- *Benzie County residents would pay the lower, in district tuition rate at the College*
- *Northwestern Michigan College would provide increased access to skilled training and certifications*
- *Northwestern Michigan College would provide local educational services, programming and opportunities for Benzie County residents*
- *Northwestern Michigan College would invest approximately \$2 million each year into Benzie County for educational programs, local facilities and economic development*
- *Two Benzie County residents will be added to the Northwestern Michigan College Board of Trustees and an advisory board composed of local Benzie County residents and businesses will be created to advise the College how to invest in Benzie County*

Shall Benzie County be annexed as a part of the community college district of Northwestern Michigan College, State of Michigan, in accordance with the provisions of Act 331, Public Acts of Michigan, 1966, as amended?

YES  NO

Under Michigan law, the annexation is only effective if both the Annexation Proposition and the Annexation Millage Proposition below are approved.

**NORTHWESTERN MICHIGAN COLLEGE ANNEXATION MILLAGE PROPOSITION**

*If this proposal is approved,*

- *Residents of Benzie County would join the Northwestern Michigan College district*
- *Benzie County residents would pay the lower, in district tuition rate at the College*
- *Northwestern Michigan College would provide increased access to skilled training and certifications*
- *Northwestern Michigan College would provide local educational services, programming and opportunities for Benzie County residents*

- *Northwestern Michigan College would invest approximately \$2 million each year into Benzie County for educational programs, local facilities and economic development*
- *All millage funds are subject to annual independent audits and all spending will be disclosed on a public website to promote transparency and fiscal responsibility.*
- *Two Benzie County residents will be added to the Northwestern Michigan College Board of Trustees and an advisory board composed of local Benzie County residents and businesses will be created to advise the College how to invest in Benzie County*

To support College operations and education programs and skilled training programs in Benzie County, shall taxes currently authorized to be levied by Northwestern Michigan College, State of Michigan be assessed as new additional millage, in an amount not to exceed 2.033 mills (\$2.03 per \$1,000 of taxable value) beginning in 2025 and in perpetuity, on taxable property in Benzie County annexed as a part of the community college district of Northwestern Michigan College? If approved this millage would raise approximately \$3,516,409 for College operations when first levied in 2025.

YES  NO



**MEMO**  
Systems & LAN Management

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
**Date:** June 24, 2024  
**Subject:** Backup Storage System Replacement

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Board Authorization Requested

Authorize the administration to enter into a contract with Thinkmate for the replacement of the Backup Storage System at a cost of \$138,373.

Background

NMC sought quotations to replace our aging backup storage system, which was installed in 2017. This system is the primary component of our data backup strategy. There are other redundant systems that NMC utilizes to protect our data in the event of a network or cyber security incident. The replacement system increases the overall backup storage capacity to meet the increasing data storage needs for several years to come.

Bid Summary

NMC has analyzed and reviewed potential replacement systems. We have solicited replacement systems from three different vendors. We have selected a system from Thinkmate in the amount of \$138,373. Other quotes were received from Pogo Linux in the amount of \$244,646, and Dell Computer in the amount of \$511,288.

Funding Source

This purchase will be funded by the Technology Plant fund.



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**To:** NMC Board of Trustees  
**From:** Carly McCall, Director of Alumni Engagement  
**Date:** June 14, 2024  
**Subject:** Foundation Board Re-Appointments

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The NMC Foundation Board of Directors requests Board of Trustees' approval of the following Foundation Board re-appointments.

#### REAPPOINTMENTS

The Foundation Board recommends approval of the reappointment of Suzanne Allen, Lorraine Beers, Chris Branson, Bill Donberg, Chris Lamb, Eleanor Lynn, David Shooltz, Timothy Young, and Nancy Zimmer to the NMC Foundation Board for a term of three fiscal years, commencing July 1, 2024, and ending June 30, 2027.

The Foundation Board Development committee recognizes the gifts of time and talent these members have given the foundation and college through their service on the board. Length of service provided below for your reference:

- Suzanne Allen - since 2015
- Lorraine Beers - since 2021
- Chris Branson - since 2000
- Bill Donberg - since 2015
- Chris Lamb - since 2021
- Eleanor Lynn - since 2018
- David Shooltz - since 2018
- Timothy Young - since 2009
- Nancy Zimmer - since 2018

Thank you!



## MEMO

### *Administrative Services*

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**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
 Patrick Quinlan, Director of Campus Services  
**Date:** June 10, 2024  
**Subject:** Parsons-Stulen Roof Refinishing

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This document provides an overview and recommendation of a provider for stripping and painting the metal roof of the Parsons-Stulen building.

#### **Background/Scope of Work**

The metal roof of the Parsons-Stulen building is protected with a paint coating. This coating has failed twice since the installation of the roof, which is no longer under warranty. The scope of this project includes removing the failed resin-based paint coats and applying an elastomeric coating over primer.

Facilities recommends Full Spectrum Coatings with the slightly higher bid due to successful past performance with the Automotive Technology shop floor.

#### **Bid Analysis**

<b>Company</b>	<b>Location</b>	<b>Amount</b>
Full Spectrum Coatings	Traverse City, MI	\$108,500
Fortified Coatings LLC	Maple City, MI	\$101,321
GetPro Painting	Livonia, MI	\$231,000

#### **Recommendation**

Authorize the administration to enter into a contract with Full Spectrum Coatings in the amount of \$108,500 to complete the work on the Parsons-Stulen roof.

#### **Funding Source**

The source of funds is the annual Plant Fund budget.



## MEMO

### *Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, Vice President of Finance and Administration  
Patrick Quinlan, Director of Campus Services

**Date:** June 10, 2024

**Subject:** University Center Boiler Upgrade

This document provides an overview and recommendation for a provider for upgrading the end-of-life boilers at University Center Campus.

#### **Background/Scope of Work**

The University Center is served by five legacy, non-condensing boilers that are nearly 30 years old and are nearing end-of-life. The north and south zones of the building each provide approximately 1.5 million BTU heating capacity.

Bids were solicited from John E. Green Company, Sheren Plumbing and Heating, and Temperature Control, Inc. to replace these units with a high-efficiency condensing boiler system of comparable output, and also replace the gas-fired domestic hot water heater with a boiler-mate hot water tank fed by this boiler system to capture additional efficiency.

#### **Bid Analysis**

<b>Company</b>	<b>Location</b>	<b>Amount</b>
Temperature Control, Inc	Traverse City, MI	\$140,900
John E. Green Company	Petoskey, MI	\$189,100
Sheren Plumbing and Heating	Traverse City, MI	-no bid-

#### **Recommendation**

Authorize the administration to enter into a contract with Temperature Control, Inc. for \$140,900 to complete the boiler upgrade.

#### **Funding Source**

The source of funds is the annual Plant Fund budget.



**MEMO**  
*Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, Vice President of Finance and Administration

**Date:** June 15, 2024

**Subject:** **Refuse and Recycling Collection Recommendation**

This document provides an overview and recommendation for a contract for weekly refuse removal and recycling at the following campuses: Main, Great Lakes, University Center, and Aeropark Drive.

Board Authorization

Authorize the Northwestern Michigan College administration to enter into a contract with GFL Environment for \$35,520 for weekly refuse removal and recycling at the following campuses: Main, Great Lakes, University Center, and Aeropark Drive. This contract is for a period of one (1) year beginning September 1, 2024 with a renewal option for two more years.

Background/Scope

Bids for refuse and recycling collection services are received every three years. The services include providing containers for refuse and recycled materials, as well as, weekly pick-ups as outlined on the schedule provided by NMC. The schedule was determined based on an analysis of individual campus needs. Services and costs are reduced in the summer due to reduction in need.

A formal Request for Proposal (RFP) was drafted and solicitations to bid were placed in the Record Eagle and the following companies responded.

<b>Company Name</b>	<b>Location</b>	<b>Base Bid</b>
GFL Environment	Traverse City, MI	\$35,520
Republic Services	Traverse City, MI	\$42,419
Waste Management	Romulus, MI	\$54,758

Recommendation

Authorize the Northwestern Michigan College administration to enter into a contract with GFL Environment for \$35,520 for weekly refuse removal and recycling at the following campuses: Main, Great Lakes, University Center, and Aeropark Drive. This contract is for a period of one (1) year beginning September 1, 2024 with a renewal option for two more years.

Funding Source

The source of funds is the annual general fund operating budget.



## MEMO

### *Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, Vice President of Finance and Administration  
Patrick Quinlan, Director of Campus Services

**Date:** June 10, 2024

**Subject:** East Hall Floor Care 2024

This document provides an overview and recommendation of a provider for floor care services in East Hall.

#### **Background/Scope of Work**

East Hall has VCT tile throughout the dorm rooms and some common spaces which requires periodic stripping and waxing to maintain its durability and aesthetic appeal.

#### **Bid Analysis**

<b>Company</b>	<b>Location</b>	<b>Amount</b>
Modernistic	Traverse City, MI	\$42,431.43
Damion Watson Cleaning TC	Traverse City, MI	\$44,055.32
911 Restoration	Traverse City, MI	-no bid-
Devotional Cleaners	Traverse City, MI	-no bid-

#### **Recommendation**

Authorize the administration to enter into a contract with Modernistic, in the amount of \$42,431.43 to complete floor stripping and waxing in East Hall.

#### **Funding Source**

The source of funds is the annual Plant Fund budget.





## Northwestern Michigan College

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### Board Policy A-106.00 Board of Trustees Process

## Items for Specific Board Approval

The following actions are matters in which the board reserves the right to be involved in the decision-making process, to deliberate and evaluate options, and vote upon:

### Human Resources

- Selection, evaluation, compensation, and retention of the president
- Policies and procedures related to the board-president relationship
- Approval of negotiated collective bargaining agreements

### Finance

- Bonding/borrowing money
- Adoption of annual budget
- Approval of general fund budget adjustments
- Approval of persons authorized to execute financial instruments on behalf of the College
- Institutions utilized for investment of College funds
- Tax rate assessed
- Selection of auditing firm; acceptance of annual audit
- Utilization of reserve funds
- Expenditures from the Fund for Transformation in excess of \$50,000 per year
- Approval of budget guidelines
- Declaration of a College-wide state of financial exigency
- Approval of general fund line-item expenditures of \$~~5035~~,000 or more, and \$~~7550~~,000 or more on construction/ renovation projects
- Leases of College property (as lessor or lessee) exceeding three years or more and exceeding \$50,000 annually

### Educational Services

- Approval and discontinuation of academic programs
- Annual establishment of tuition and fees that apply to all students
- Approval of degree and certificate requirements

### Facilities (General)

- Determination of facility names
- Approval of campus facilities plan

### **Other**

- Policies and procedures related to the board's own processes
- Authorization of special elections
- Election of board officers
- Approval of College statements of mission, vision, values, and Institutional Effectiveness Criteria
- Appointment of College fellows
- Appointment of foundation board members
- Approval of ~~Board Level Strategic Goals~~ the College's strategic plan, including modifications

If any provisions(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provisions(s).

Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995

Revised March 23, 1998

Revised April 17, 2000

Revised August 28, 2000

Revised December 19, 2005

Revised July 26, 2010

Revised May 18, 2015



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## Board Policy D-500.00

### Institutional Effectiveness Criterion: Operations

# Operations

NMC shall conduct College operations in a manner reflecting the highest standards of business and professional ethics, legal compliance, and accountability to the public trust. College leaders will guide the institution in establishing and accomplishing institutional directions and action plans, and in seeking opportunities to build and sustain an effective learning environment. NMC will promote goals and outcomes related culture by collecting and using data to responsibly manage its operations and to continuously improve.

In conjunction with the strategic plan, ~~T~~he President shall exercise and promote innovative and creative leadership in pursuit of operations at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy.

#### 1. Faculty and Staff Governance

The President shall establish a clearly articulated system of College governance which recognizes the importance and value of the representative involvement of all members of the College community in College-wide decision-making, policy formulation and planning.

#### 2. Human Resources—Non-unionized Employees

a. Compensation: With respect to compensation and benefits to employees, the President:

- i. Shall establish salary and benefits plans which are competitive for the skills and services employed and allow the College to employ the best people available within its financial means.
- ii. Shall establish personnel staff policies and procedures which clarify terms and conditions of employment.

b. Employee Treatment: With respect to treatment of employees, the President:

- i. Shall provide for effective handling of grievances and complaints; provide a just, logical and humane process by which, after careful consideration, regular faculty or staff members may be dismissed for cause; acquaint faculty and staff with their rights.
- ii. Shall articulate policy and procedures regarding retrenchment.

#### 3. Human Resources—Unionized Employees

a. Wages and working conditions are covered by the appropriate Collective Bargaining Agreement (CBA).

#### 4. Fiscal Management

- a. **Budgeting:** The budget for any fiscal year shall not deviate materially from Board ends priorities, risk fiscal jeopardy, or fail to demonstrate a generally acceptable level of foresight.
- b. **Financial Condition:** With respect to the actual, ongoing condition of the College's financial health, the President may not cause or allow fiscal jeopardy or a material deviation of actual expenditures from the Board-adopted budget. The President shall provide the Board with a general operating account financial statement on a monthly basis.
- c. **Asset Protection and Financial Management:** The President shall ensure that the College's assets are appropriately obtained, adequately protected, and handled in a manner which meets the Board-approved auditor's standards. Accordingly, the President:
  - i. Shall adequately insure against theft and casualty losses and against liability losses to Board members, staff, or the organization itself;
  - ii. Shall establish purchasing policies and procedures which give preference first to vendors from NMC's property tax district and, second, to vendors within NMC's service area when the factors of price, quality, compatibility, quantity, established history of quality service, and timing are essentially equal.

#### 5. Facilities Management

The President shall ensure that the College's facilities are adequately maintained, maintained in a safe condition, effectively used, and operated in compliance with federal and state laws.

#### 6. Administrative Practices

The President shall ensure that College administrative practices are in compliance with the College's desire to conduct its business in a manner reflecting the highest standards of business and professional ethics, legal compliance, prudence, and accountability to the public trust. Accordingly, the President shall develop College practices which:

- a. Strive to eliminate conflicts of interest.
- b. Provide for reimbursement of College-related travel which will meet the standards of the Board-authorized auditor.
- c. Result in continuous improvement of services and practices.
- d. Provide for efficient and effective use of College resources.
- e. Provide for effective use of technology in College operations.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees as D-1100.00 July 22, 1996

Revised September 27, 2004

Revised and incorporated into new policy D-500.00 as of December 18, 2006

Revised June 25, 2007

Revised July 23, 2007

Revised January 14, 2019



**Northwestern Michigan College**

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## Board Policy D-600.00

### Institutional Effectiveness Criterion: Champion

# Champion

NMC shall be committed to supporting (championing) students in a learning-centered environment. NMC will seek to understand student and stakeholder needs and expectations through a variety of methods. NMC will provide quality academic and support services with the goal of meeting students' needs in an environment of continuous improvement. The champion criterion will evaluate how well NMC understands its students' and stakeholders' needs and how well it supports those needs.

In conjunction with the strategic plan, The President shall exercise and promote innovative and creative leadership in pursuit of this criterion at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy. The President shall:

1. Define and publish students' basic rights and responsibilities within the college community, define and publish the college's responsibility for the protection of those rights, and establish a student code of conduct and due process system to protect student rights and maintain order within the college community.
2. Provide a safe and drug-free learning environment and workplace for students and staff, and ensure compliance with provisions of applicable laws and regulations.
3. Respond to student assaults, sexual and other types, and charges of the same as issues of grave concern, and provide for and follow appropriate procedures for dealing with such matters.
4. Provide for and follow appropriate procedures for responding to other reports of criminal activity on the NMC campus
5. Prohibit discrimination based upon the college's Notice of Non-Discrimination in accordance with state and federal law. ~~in admission, campus activities, education, employment, housing, public accommodation, or public service on the basis of age, color, disability, handicap, height, marital status, national origin, political affiliation, race, religion, sex, sexual orientation, veteran's status, or weight, and ensure that no act of retaliation shall occur to any person making a charge, filing a complaint, testifying, or participating in any discrimination investigation or proceeding. The President shall provide a procedure for complaints of discrimination.~~
6. Recommend tuition rates for Grand Traverse County ~~citizens which~~ residents that reflect the county's property tax contribution to the college.

7. Allow any student to enroll in college-level courses who has demonstrated college readiness and eligibility.
8. Provide an appropriate level of academic support to help capable students become ready for college-level courses.
9. Encourage motivated and college-capable students of all levels of ability and scholarship to attend NMC.
10. Provide for assistance in the procurement of necessary and available financial aid on the part of those experiencing need.
11. Ensure that classes are scheduled and delivered at times, in locations, and through media which are most convenient to students and responsive to the appropriate business sector.
12. Provide for academic advising to students.
13. Provide for an academic progress monitoring system.
14. Provide for a comprehensive academic support system, including tutoring, special needs, the opportunity to meet with faculty, and other academic and extra-academic services as necessary to ensure students have access to assistance outside the classroom for their success.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Initially adopted by the Northwestern Michigan College Board of Trustees as D-400.00 July 22, 1996

Revised and incorporated into new policy December 18, 2006

Revised January 14, 2019



## Northwestern Michigan College

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### Board Policy D-700.00

#### Institutional Effectiveness Criterion: Culture

## Work Culture

NMC shall foster a work environment that reflects the College's values and leads to an effective work culture. NMC will be committed to the development of the talents and continuous learning of all its faculty, staff, and administrators. NMC will manage its employees through effective human resources processes.

In conjunction with the strategic plan, the President shall exercise and promote innovative and creative leadership in pursuit of an effective culture at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy.

With respect to employment, the President shall provide an atmosphere of professional working conditions and ensure compliance with all applicable federal, state, and local regulations regarding employment. The President shall ensure College compliance with the Notice of Non-Discrimination; and, consistent the following statements:

~~1. — Northwestern Michigan College does not discriminate in admission, campus activities, education, employment, housing, public accommodation, or public service on the basis of age, color, creed, disability, handicap, height, marital or familial status, national origin, political affiliation, race, religion, sex, sexual orientation, service in the military, veteran's status, weight, or any other legally protected status under federal, state or local law. No act of retaliation shall occur to any person making a charge, filing a complaint, testifying, or participating in any discrimination investigation or proceeding.~~

~~2. Consistent~~ with the College's efforts to foster an environment of respect for the dignity and worth of all members of the College community, sexual harassment of students and employees at NMC is unacceptable and impermissible conduct and will not be tolerated.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees as D-1200.00 July 22, 1996  
Revised and incorporated into new policy December 18, 2006.  
Revised June 25, 2007  
Revised July 23, 2007  
Revised January 14, 2019

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Northwestern  
Michigan  
College

**MEMO**  
*President's Office*

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**To:** Laura J. Oblinger, Chair  
Board of Trustees

**From:** Nick Nissley, President

**Date:** June 18, 2024

**Subject:** Closed Session Request

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Pursuant to the provisions of the Michigan Open Meetings Act (ACT 267, 15.268, Subsection 8[a]), I am hereby requesting that the Board's mid-year evaluation of my performance be conducted in closed session.