



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, May 20, 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

### II. STRATEGIC FOCUS

- E. Mission & Values in Action—Dmitri Denune
- F. Program Focus: International Affairs Forum—*Alex Tank, IAF Communications & Production Coordinator*
- G. Strategy 3: Diversity, Equity, Inclusion & Belonging—*Jason Slade, Vice President of Strategic Initiatives, and Marcus Bennett, Special Assistant to the President for Diversity, Equity, Inclusion, and Belonging*

### III. REPORTS AND PRESENTATIONS

- H. Faculty Report: Automotive Tech & Baja Competition, *Wayne Moody, Program Coordinator, Automotive Technology*
- I. FY25 Budget—*Troy Kierczynski, Vice President for Finance and Administration*

### 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.

### V. UPDATES/DISCUSSION

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



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**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 April 22, 2024, regular meeting
- M. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- N. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- O. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- P. Foundation Report—*Carly McCall, Director of Alumni Engagement*
- Q. Audit Committee—*Kennard Weaver, Committee Chair*
- R. Building and Site Committee—*Ken Warner, Committee Chair*
- S. Executive Committee—*Laura Oblinger, Committee Chair*

**VII. ACTION ITEMS**

**T. Notice of Truth-in-Taxation Hearing** (Pursuant to Policy A-106.00 Finance)

Recommend that the Truth-in-Taxation Resolution be adopted as presented.

**U. Digital LED Signage** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration 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. The purchase will be funded by the Plant Fund reserves.

**V. Housing Rates** (Pursuant to Policy A-106.00 Finance)

Recommend approval of Housing and Board Rates for the 2024-2025 fiscal year as presented.

**W. Scholars Hall HVC Upgrade** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with Temperature Control, Inc. for \$43,750 to complete the work described below. The source of funds for this will be the Plant Fund.

**X. Byrum Fisk** (Pursuant to Policy A-106.00 Finance)

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.



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**Y. Extended Detection and Response IT Security Platform** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for 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.

**Z. Audio Tech and Visual Communications Computer Replacement** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for 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. This purchase will be funded by the Technology Plant fund.

**AA. Aircraft Purchase** (Pursuant to Policy A-106.00 Finance)

Recommend 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. Details regarding the funding source(s) are included in the corresponding memo.

**BB. Apartments Renovations** (Pursuant to Policy A-106.00 Finance)

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. The funding sources for this project is Auxiliary (apartments and housing) reserves.

**CC. Tribal Council 2% Funds Application** (Pursuant to Submission Requirements)

Recommend 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

**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.*

June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107

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

Posted Friday, May 17, 2024, 2:00 p.m.







Northwestern Michigan College

**INTERNATIONAL**  
AFFAIRS **FORUM**

**NMC Vision**

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We aspire to be a global community where all learners unlock their full potential.



Northwestern Michigan College

**INTERNATIONAL**  
AFFAIRS **FORUM**

**NMC Strategy**

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**Institutional Distinction and Sustainability:**  
Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.



## Community Engagement

- Speaker events in hybrid format
- Experts on critical global issues
- Free for students & educators



## Programming

- Timely, relevant global affairs content
- Inspiring interactions
- Enriching worldviews



**October 2023**

Crises and opportunities  
in Central and East Africa

Amb. (ret.) Susan D. Page



**October 2023**

200+ students  
@ TC Central





**November 2023**

Global water resources management & climate change

Kaveh Madani, Ph.D.

Engagements with NMC GLWSI & FRIC partners  
WNMC & White Pine Press



**December 2023**

Global Hotspot: Gaza - Israel

Leila Hilal  
Jack Segal







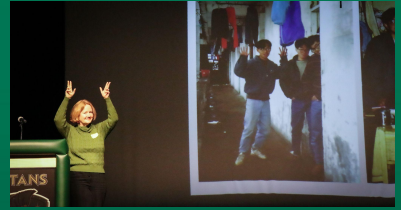
### February 2024

China:  
Emerging Trends

Lucy Hornby

250 students  
@ TC West

Partnership with  
Economic Club of  
Traverse City



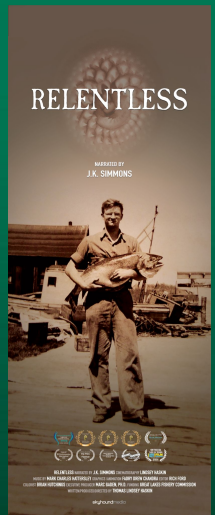
### April 2024

Freshwater Focus

*Relentless*  
Documentary &  
Panel Discussion

Partnerships with  
Great Lakes Fishery  
Commission &  
Interlochen Public  
Radio

Grant funding  
GT Band of Ottawa  
& Chippewa Indians





**April 2024**

**Freshwater Focus**

Peter Annin on  
Global Water  
Tension & Great  
Lakes Compact

Partnerships with  
NMC GLWSI &  
Interlochen Public  
Radio

Grant funding  
GT Band of Ottawa  
& Chippewa Indians



**Community  
Connection**

- Public-facing platform for convening
- Vehicle to elevate NMC programs
- Inter-generational audiences
- NMC students
- High school students
- Lifelong learning





# Academic WorldQuest

- Serving area high school students
- Deep dive into global affairs content
- Quiz-bowl style competition



February 2024

## Academic WorldQuest

93 students  
7 high schools  
23 teams

Northern Michigan's only regional competition







**April 2024**

**Academic  
WorldQuest**

National competition  
at the United States  
Institute of Peace  
Washington, D.C.



**Community  
Support**

- 400+ supporting members
- Active & engaged core audience
- Sponsorship
- Fundraising support via NMC Foundation





## Community Support



*Fellows*  
2024

JACK SEGAL  
AND  
KAREN PUSCHEL SEGAL

Jack Segal and Karen Puschel Segal are both retired diplomats in the U.S. Department of State now living in Traverse City. Under their energetic leadership in the 2010s, the International Affairs Forum (IAF) expanded its programming significantly, growing into a major educational asset for northern Michigan and boosting the reputation and stature of NMC. They have been donors to the NMC Foundation for more than 15 years, supporting IAF, the Denno's Museum and other programs. Jack Segal is also a popular instructor in NMC's Extended Educational Services, offering multiple classes on world affairs. Karen Segal is a tireless advocate for the immigrant community in the Grand Traverse area and serves as coordinator for the Afghan Migrant Ministry Project.



## Volunteer Advisory Board

- Active members & working committees
- Former diplomats & military leaders, educators & business executives, academics & community leaders
- Diverse skill sets & expertise
- Co-chairs:  
MajGen Mike Lehnert, USMC (ret.)  
Stan Otto, former U.S. Senior Diplomat



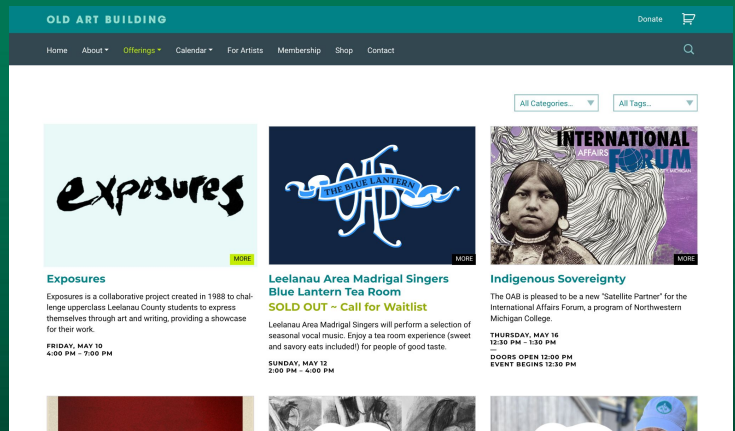
### New for 2024

#### Satellite Partner

Old Art Building  
Leland

Livestream viewing  
& discussion group

A model to replicate



### Future Programs

Fall 2024

- Palestine - Israel & the new Middle East
- Ukraine, Russia, Europe, & NATO
- Global Migration
- Energy Landscape Amidst Climate Change





Northwestern Michigan College

**INTERNATIONAL**  
AFFAIRS  **FORUM**

Questions?

TCIAF.com | 231.995.1844 | iaf@nmc.edu



Northwestern Michigan College

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Thank you.

TCIAF.com | 231.995.1844 | iaf@nmc.edu

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** May 13, 2024  
**Subject:** Strategic Initiatives Update: *May 20, 2024 Board of Trustees Meeting*  
 Topic: *Strategy 3 - Diversity, Equity, Inclusion, and Belonging*

### **Strategy 3: Diversity, Equity, Inclusion, and Belonging**

Diversity, Equity, Inclusion, and Belonging: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees can thrive and succeed.

(*Champion:* Marcus Bennett)

#### *Summary:*

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.

#### *Highlights and Successes of this Strategy:*

- Human Resource training for new hires and current employees with a focus on diversity, equity, inclusion, and belonging has successfully been launched and implemented. This will become part of our standard training practices. Next steps will include the launch of a repository of DEIB events and activities for employees to engage in as part of their professional development plans and annual goals (Fall 2024).
- NMC’s Native American Student Organization (NASO) hosted the annual pow wow honoring the 2024 Native American graduates on April 27, 2024.
- NMC students and campus life hosted a panel discussion on April 24, 2024 that focused on students with disabilities navigating college life.
- Comparative Religion and Interfaith Conference was hosted at NMC on April 13, 2024.
- Light Up the Night, NMC, and community partners hosted an evening of awareness and solidarity surrounding sexual assault and sexual harassment on April 9, 2024.
- Embrace the Dream was a month-and-a-half-long calendar of events and volunteer opportunities that brought together the campus and the community. In addition, this has expanded beyond just a single month and transformed into an inventory of educational activities, volunteer opportunities, and more.
- NMC’s Neurodiversity Support Center is working with Michigan Rehabilitation Services to provide support for our neurodiverse student populations.
- Northwest Education Services and the Hawk Owl Cafe now provide opportunities and internships for students with disabilities as part of a program with the ISD
- Internal reviews of policies continue (Objective 5). Policies have been updated that had an outsized effect on low-income students including transcript holds eliminated, new, interest-free repayment options for students with debt, revisions to residency policy to eliminate required low credit



semester, and decreased out-of-district dual enrollments rates allowing more students to benefit from dual enrollment. This work will continue across more policies.


*Challenges:*

- Objective 4 (address the barriers to entry and success) survey results have been challenging due to a limited BIPOC population. We have worked closely with the survey provider to collect more samples through various methods. Survey results on student opinions and reviews still not received from Brooklyn College. This is past due and is necessary to develop focused action plans for Year 3.



*Events:*

- In addition to those under the highlight section, DEIB-related events include:
  - Thanks-for-Giving 2023 led by NMC's Professional Communications class
  - Campus-wide Professional Development Day sessions related to DEIB initiatives including neurodiversity, student success, and more
  - Pop-up and student group activities developed and supported by Campus, Residence, and Student Life
  - Holi Celebration (a significant Hindu festival) event on March 19.
  - The seventh annual Big Little Hero Race (April 23) resulted in \$5,500 in scholarships for College for Kids for Big Brothers Big Sisters.
  - End of Year Block Party on April 26, over 300 students, families, and college employees registered and attended.
  - You Made it Possible employee recognition luncheon (May 9) brought a sense of belonging to faculty and staff.
  - Asian American Month (AAPI) event featuring author Curtis Chin (May 16)
  - Empty Bowls - GLCI supported the event which is focused on food insecurity
  - Veterans group recognized at the Pow Wow and has become a key participant in the weekly OOPs meetings
  - Continued mentoring relationship with Blair Elementary that culminated with an on-campus tour


<b>Strategy 3 - Diversity, Equity, Inclusion, and Belonging</b>				
<b>Objective 1:</b> Create a college DEIB statement of definition and purpose; receive President's Council approval, and share with the NMC Board of Trustees.				
<b>Status of Action Steps</b>		<b>Current Percent Complete</b>	<b>Target</b>	<b>Notes</b>
Objective Complete - Year 1		100%	100%	Definitions complete 11/22 Purpose Statement complete 5/23
<b>Objective 2:</b> Implement staffing and resourcing for DEI efforts with the creation of at least a .5 FTE position by end of FY 2022.				
<b>Status of Action Steps</b>		<b>Current Percent Complete</b>	<b>Target</b>	<b>Notes</b>
Objective Complete - Year 1		100%	100%	Objective complete 7/22
<b>Objective 3:</b> Provide onboarding training and regular training opportunities on diversity, equity, inclusion, and belonging for all NMC employees by August 15, 2023.				

Status of Action Steps		Current Percent Complete	Target	Notes
2 Complete 2 On Schedule		70% 	100%	Training has been implemented for new hires and current employees. Next year, a DEIB component will be added to our goal planning process.

**Objective 4:** Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12-month retention of all vulnerable populations by 3 percentage points by Fall 2025.

Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
4 On Schedule 2 Not Started	Application to Enrollment: 28%  Retention: 77% (12 month retention)	Application to Enrollment: F22: 26% F23: 22%  Retention: F22 to Sp23 = 77% F23 to Sp24 = 78% 	Application to Enrollment: 35%  Retention: 80% (12 month retention)	Brooklyn DEIB survey started 10/23, extended to Dec. to collect more data. Data collection has been difficult due to the limited BIPOC population. Results are past due but communications continue between NMC/Brooklyn.

**Objective 5:** Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.

Status of Action Steps		Current Percent Complete	Target	Notes
4 On Schedule		30% 	100%	EAB (Education Advisory Board) performed audits of the website and other materials. Results have been shared with PRMC and will be used as part of redevelopment for this objective. PRMC is beginning to plan a new web presence. NMC has internally reviewed policy and made changes where appropriate.

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



# Automotive Service Technology

A Comprehensive Degree & Certificate Program

1

## NMC has five different automotive programs

1. Associate in Applied Technology Degree
2. Master Automotive Technology Certificate
3. Electrical and Drivability Certificate
4. Hybrid Technology Specialist Certificate
5. Undercar Specialist Certificate

2



The automotive service technology program offers both classroom and hands-on learning experiences.



Students get to troubleshoot and repair real cars for customers, just like they would in an actual job setting.

3



Small classes allow time for one-on-one training with instructors. This makes NMC's automotive program special when compared to other schools.

NMC offers students a more effective learning environment and more time with the instructors than many other automotive programs that cost more.

4





**Modern equipment  
and technology is  
used to gives  
students in the  
program an edge.**

The automotive program includes not only traditional technician training but also lets students learn using new high tech methods found in today's automotive industry.



**NMC students can join  
the motorsports club.**

NMC supports many different students groups and their desire to pursue learning beyond the classroom. The motorsports club lets students who are interested in automobiles take part in car shows and other automotive events. The club also is restoring a classic car, and plans to build a race car in the near future.





9





**Thank you for you time!**



Northwestern Michigan College



Fiscal Year 2025 Update  
Budget Development  
Considerations  
May 2024

### NMC Budgeting and Planning Process

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	Carly McCall – Staff
Dan Gentry – 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	Doug Sieffert–Maintenance/Custodial
Tamella Livengood - Faculty	SGA Representative
Rorie Kawulu – 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.

## NMC Enrollment (Contact Hours) History

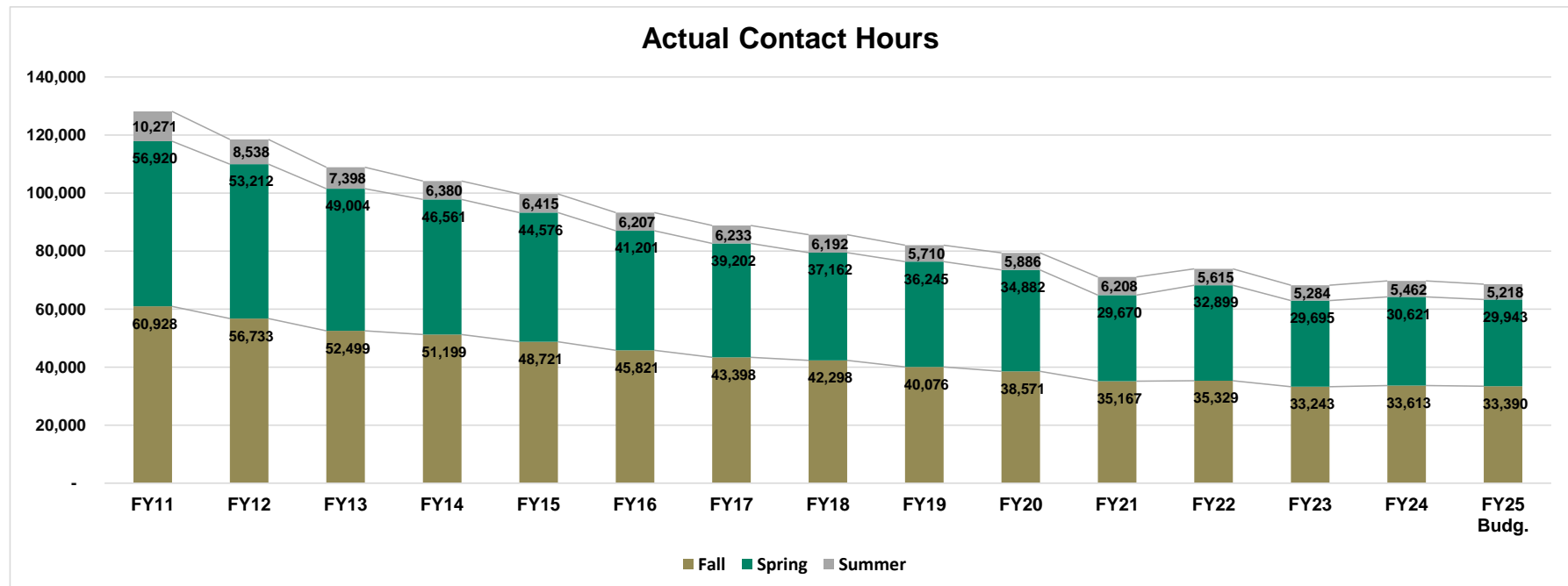
### Budgeted Contact Hrs

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Fall	60,670	62,038	56,560	52,623	50,084	49,292	42,193	41,922	40,861	38,999	33,145	33,823	34,758	32,231	33,390
Spring	56,769	57,443	54,964	50,290	46,449	44,689	39,615	37,330	35,479	35,252	29,733	30,305	31,635	29,188	29,943
Summer	8,460	9,849	8,205	9,090	7,294	6,205	6,090	5,582	5,735	5,642	4,919	5,589	6,181	5,469	5,218
	<b>125,899</b>	<b>129,330</b>	<b>119,729</b>	<b>112,003</b>	<b>103,827</b>	<b>100,186</b>	<b>87,898</b>	<b>84,834</b>	<b>82,075</b>	<b>79,893</b>	<b>67,797</b>	<b>69,717</b>	<b>72,574</b>	<b>66,888</b>	<b>68,551</b>
% change	14%	3%	-7%	-6%	-7%	-4%	-12%	-3%	-3%	-3%	-15%	3%	4%	-8%	2%

### Actual Contact Hrs

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25 Budg.
Fall	60,928	56,733	52,499	51,199	48,721	45,821	43,398	42,298	40,076	38,571	35,167	35,329	33,243	33,613	33,390
Spring	56,920	53,212	49,004	46,561	44,576	41,201	39,202	37,162	36,245	34,882	29,670	32,899	29,695	30,621	29,943
Summer	10,271	8,538	7,398	6,380	6,415	6,207	6,233	6,192	5,710	5,886	6,208	5,615	5,284	5,462	5,218
	<b>128,119</b>	<b>118,483</b>	<b>108,901</b>	<b>104,140</b>	<b>99,712</b>	<b>93,229</b>	<b>88,833</b>	<b>85,652</b>	<b>82,031</b>	<b>79,339</b>	<b>71,045</b>	<b>73,843</b>	<b>68,222</b>	<b>69,696</b>	<b>68,551</b>
% change	4%	-8%	-8%	-4%	-4%	-7%	-5%	-4%	-4%	-3%	-10%	4%	-8%	2%	-2%

Actual contact hour decline since 2011 'peak' = -46%



## Revenue Considerations

Contained in this section:

### Tuition & Fees Revenues

- 1. Enrollment (Contact Hours) History:** Since the single greatest revenue source for NMC is tuition & fees, it is important to analyze the trend in contact hours which drive tuition revenue. This analysis compares budgeted and actual contact hours for each semester for the years provided.
- 2. Tuition Rates and Revenue from Local Sources History:** A comparison of in-district, out-of-district, and out-of-state tuition is provided for recent years. This table also provides a history of the Colleges local revenues sources, which include tuition & fees and property tax revenues.

### Property Tax Revenues

- 3. 5-Year Property Tax History:** A five-year historical view of taxable values in Grand Traverse County, millage rates levied, and budgeted vs. actual property tax revenues.

### Total Revenues

- 4. Comparison of Revenues by Source for All Michigan Community Colleges**

## Northwestern Michigan College Tuition Rates and Revenue from Local Sources

<b>Tuition Rates (Historical)</b>	<b>3% Increase</b>		<b>Tuition Freeze</b>		<b>Eliminate FLO Fee 3% Increase</b>		<b>5% Increase</b>		<b>3% - In-District 6% - Other Residencies</b>		<b>3% Increase</b>	
	<b>ACTUAL</b>		<b>ACTUAL</b>		<b>ACTUAL</b>		<b>ACTUAL</b>		<b>ACTUAL</b>		<b>PROPOSED</b>	
	<b><u>FY 20</u></b>	<b><u>% Incr.</u></b>	<b><u>FY 21</u></b>	<b><u>% Incr.</u></b>	<b><u>FY 22</u></b>	<b><u>% Incr.</u></b>	<b><u>FY 23</u></b>	<b><u>% Incr.</u></b>	<b><u>FY 24</u></b>	<b><u>% Incr.</u></b>	<b><u>FY 25</u></b>	<b><u>% Incr.</u></b>
<b>General Programs</b>												
<b>In-District</b>	<b>\$109</b>	3%	<b>\$109</b>	0%	<b>\$112</b>	3%	<b>\$118</b>	5%	<b>\$122</b>	3%	<b>\$125</b>	3%
<b>Out-of-District</b>	<b>\$227</b>	3%	<b>\$227</b>	0%	<b>\$234</b>	3%	<b>\$246</b>	5%	<b>\$261</b>	6%	<b>\$268</b>	3%
<b>Out-of-State</b>	<b>\$296</b>	3%	<b>\$296</b>	0%	<b>\$305</b>	3%	<b>\$320</b>	5%	<b>\$340</b>	6%	<b>\$350</b>	3%
<b>International</b>	<b>\$334</b>	3%	<b>\$334</b>	0%	<b>\$344</b>	3%	<b>\$361</b>	5%	<b>\$383</b>	6%	<b>\$394</b>	3%
<b>Revenue History (Local Sources)</b>												
	<b>ACTUAL</b>		<b>ACTUAL</b>		<b>ACTUAL</b>		<b>ACTUAL</b>		<b>PROJECTED</b>		<b>PROPOSED</b>	
<b>Tuition and Fees</b>	\$ 21,364,804	-10%	\$ 19,730,147	-8%	\$ 20,501,108	4%	\$ 21,323,999	4%	\$ 23,645,109	10%	\$ 23,851,078	1%
<b>Property Taxes</b>	11,163,672	4%	11,569,141	4%	11,961,680	3%	12,663,865	6%	13,903,938	9%	14,933,023	7%
<b>Total Local Sources</b>	<b>32,528,476</b>	<b>-5%</b>	<b>31,299,288</b>	<b>0%</b>	<b>32,462,788</b>	<b>4%</b>	<b>33,987,864</b>	<b>4%</b>	<b>37,549,047</b>	<b>9%</b>	<b>38,784,101</b>	<b>3%</b>



**Northwestern Michigan College  
Property Taxes History  
Taxable Values, Millage Rates, and Revenues**

	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Budget	FY24 Budget	Proposed FY 25 Budget	With Headlee Rollback FY25 Budget
<b>Taxable Values (Grand Traverse County)</b>	<b>\$ 5,368,654,721</b>	<b>\$ 5,651,352,613</b>	<b>\$ 5,901,559,989</b>	<b>\$ 6,383,535,930</b>	<b>\$ 6,967,239,082</b>	<b>\$ 7,625,687,860</b>	<b>\$ 7,625,687,860</b>
<i>Change in Taxable Values</i>	5.1%	5.3%	4.4%	8.2%	9.1%	9.5%	9.5%
<b>Maximum/Levied Millage Rate</b>	<b>2.13</b>	<b>2.11</b>	<b>2.09</b>	<b>2.06</b>	<b>2.06</b>	<b>2.03</b>	<b>2.57</b>
<b>Property Taxes, Calculated</b>	<b>\$ 11,456,172</b>	<b>\$ 11,945,264</b>	<b>\$ 12,355,623</b>	<b>\$ 13,133,487</b>	<b>\$ 14,335,791</b>	<b>\$ 15,503,023</b>	<b>\$ 19,598,018</b>
<i>Less: budgeted TIF, Brownfield, and other abatements or adjustments.</i>	(320,636)	(474,901)	(340,000)	(380,000)	(440,000)	(575,000)	(575,000)
<i>Add: Penalties &amp; Interest</i>	15,000	15,000	15,000	15,000	5,000	5,000	5,000
<b>Property Tax Revenue Budget</b>	<b>\$ 11,150,536</b>	<b>\$ 11,485,363</b>	<b>\$ 12,030,623</b>	<b>\$ 12,768,487</b>	<b>\$ 13,900,791</b>	<b>\$ 14,933,023</b>	<b>\$ 19,028,018</b>
<b>Property Tax Revenue Actual</b>	\$ 11,163,172	\$ 11,569,141	\$ 11,950,266	\$ 12,677,315	\$ 13,769,307		
<b>Budget Variance</b>	\$ 12,636	\$ 83,778	\$ (80,357)	\$ (91,172)	\$ (131,484)		
<i>% Difference</i>	0.1%	0.7%	-0.7%	-0.7%	-0.9%		
						<b>Impact of Headlee (Annual)</b>	<b>\$ 4,094,995</b>



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Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Contracts and Grants %	Other Revenue %
Alpena Community College	25%	14%	29%	1%	15%	17%
Bay de Noc Community College	29%	12%	25%	2%	4%	23%
Delta College	21%	24%	21%	3%	5%	26%
Glen Oaks Community College	13%	36%	16%	9%	9%	17%
Gogebic Community College	17%	14%	42%	0%	9%	19%
Grand Rapids Community College	25%	25%	19%	2%	8%	15%
Henry Ford College	20%	11%	23%	4%	12%	29%
Jackson College	20%	12%	28%	1%	13%	27%
Kalamazoo Valley Community College	21%	26%	19%	4%	5%	21%
Kellogg Community College	23%	20%	24%	4%	10%	13%
Kirtland Community College	23%	38%	18%	1%	3%	13%
Lake Michigan College	15%	50%	15%	1%	6%	13%
Lansing Community College	20%	34%	25%	0%	6%	15%
Macomb Community College	22%	28%	23%	3%	7%	17%
Mid Michigan College	35%	14%	19%	0%	7%	25%
Monroe County Community College	15%	34%	19%	2%	5%	11%
Montcalm Community College	17%	31%	16%	0%	3%	33%
Mott Community College	19%	21%	17%	1%	13%	22%
Muskegon Community College	16%	22%	24%	2%	22%	11%
North Central Michigan College	16%	31%	18%	0%	6%	29%
<b>Northwestern Michigan College</b>	<b>30%</b>	<b>20%</b>	<b>20%</b>	<b>0%</b>	<b>6%</b>	<b>23%</b>
Oakland Community College	15%	52%	18%	1%	2%	13%
Schoolcraft College	25%	30%	17%	2%	6%	20%
Southwestern Michigan College	20%	25%	30%	0%	3%	22%
St. Clair County Community College	32%	28%	18%	1%	2%	20%
Washtenaw Community College	18%	45%	15%	1%	3%	18%
Wayne County Community College	7%	51%	19%	3%	2%	18%
West Shore Community College	9%	33%	19%	3%	4%	17%
<b>State Aggregate</b>	<b>20%</b>	<b>33%</b>	<b>20%</b>	<b>2%</b>	<b>6%</b>	<b>19%</b>

Other Revenue includes revenue sources such as grant and contract revenue, investment income, rental income, State appropriations include operations and MPERS UAAL stabilization payments per the appropriations basis.

## Compensation Considerations

Contained in this section:

### **Salaries & Benefits**

1. **Total Compensation Narrative:** Narrative describing the elements of the College's total compensation package and the related key budget considerations for the draft budget.
2. **Compensation Pie Charts:** Charts comparing the % composition of NMC total compensation costs by category.
3. **Employee FTE History:** Provides a historical picture of the changing NMC workforce by employee classification based on a full-time equivalent (FTE) calculation for part-time employees using hours worked.
4. **Employee Benefits Plan:** This is a summary report of the College's benefits package and out-of-pocket costs to employees

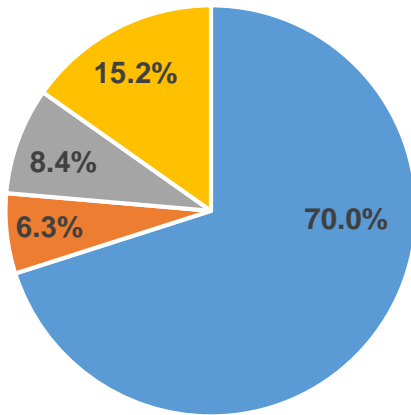
## Northwestern Michigan College Total Compensation Narrative

The purpose of NMC's compensation system is to support the attraction, development, and retention of high-quality talent to fulfill the mission and vision of the college. Our comprehensive system includes competitive pay and benefits, performance and recognition, professional development and career opportunities, and work-life balance including flexible working arrangements. The goal of the compensation system is equity, transparency, and consistency in support of NMC's values of excellence, stewardship, integrity, inclusion, and innovation. Below are the key FY25 budget considerations related to faculty and staff compensation:\

Category	FY25 Budget Considerations
<b>Faculty Pay</b>	<ul style="list-style-type: none"> <li>• The faculty pay scale will increase 2% in August 2024 in accordance with the NMC and MEA collective bargaining agreement in effect from 8/1/22 to 7/31/25. This follows a 5% scale increase in August 2022, and a 2% scale increase in August 2023.</li> <li>• Faculty currently on steps 1-14 will also earn a 3.7% step increase in August 2024.</li> <li>• Through the 2024-25 academic year, faculty remain eligible for an annual bonus payment of 1 contact hour of overload pay if teaching 6 or more preps, or 2 contact hours of overload pay if teaching 8 or more preps in the respective academic year. The bonus payments are administered each Spring after preps are finalized.</li> </ul>
<b>Staff Pay</b>	<ul style="list-style-type: none"> <li>• Planned scale adjustment of 2% for calendar 2025. This follows a 5% scale increase in calendar 2023, and a 2% scale increase in calendar 2024.</li> <li>• Eligible staff on steps 1-4 will earn an additional 2.7% step increase for calendar 2025.</li> <li>• NMC's Maintenance, Custodial, and Grounds staff are organized under a collective bargaining agreement through the SEIU. This agreement includes 2% scale adjustments effective in calendar 2025, and step increases that vary depending on worker classification. This follows scale increases in calendar 2023 and 2024 of 6% and 2%, respectively.</li> </ul>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• No significant changes are expected in benefit offerings or costs for employees.</li> <li>• Wage growth is driving increases to retirement and FICA costs.</li> <li>• Modest increases in healthcare benefit costs are expected.</li> <li>• NMC will continue offering flexible working arrangements for the foreseeable future. These arrangements serve as strong attraction and retention tools for the College's workforce and flexibility. The level of flexibility varies based on performance and the needs of each position.</li> </ul>

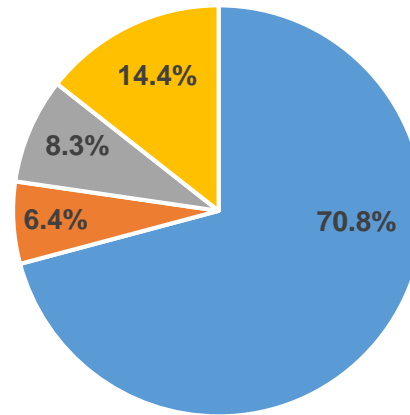
# Percentage of Total Compensation Cost

## 2023 Actual



- Salary
- Miscellaneous
- Medical/Dental
- Retirement

## 2025 Draft Budget

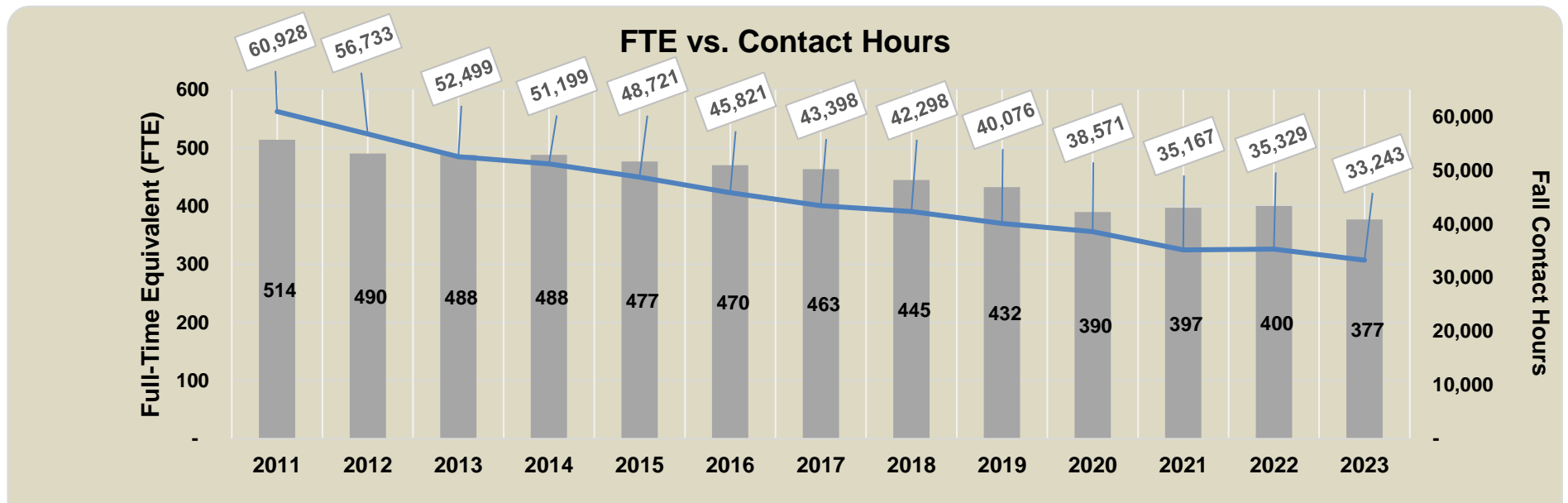


- Salary
- Miscellaneous
- Medical/Dental
- Retirement

## Northwestern Michigan College Employee FTE History - College-Wide (All Funds)

The table below represents a point-in-time calculation as of October 1 of full-time equivalent (FTE) employees based on hours worked. These figures reflect full-time equivalents, NOT employee headcount. Open positions at October 1 impacts these figures.

October 1 --->	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Faculty	92	89	89	95	94	89	87	85	81	81	81	81	81
Administrative	34	35	36	36	37	36	35	36	36	37	37	37	36
Professional Staff	77	71	79	84	86	90	87	74	84	85	82	87	91
Paraprofessional/Technical	49	47	45	44	45	42	39	39	42	41	37	41	41
Support Staff	21	18	19	17	19	20	19	19	20	17	19	18	15
Maintenance/Custodial	40	38	38	35	31	31	30	31	30	29	29	27	25
<b>Total Regular Employees</b>	<b>315</b>	<b>298</b>	<b>307</b>	<b>311</b>	<b>312</b>	<b>308</b>	<b>297</b>	<b>283</b>	<b>292</b>	<b>289</b>	<b>285</b>	<b>291</b>	<b>289</b>
Adjunct Faculty	89	86	82	71	67	66	65	62	49	47	49	42	34
Student Employees	44	41	35	34	34	31	33	32	22	13	14	18	17
Supplemental Employees	66	65	65	71	63	66	69	68	69	40	49	49	37
<b>Total Part-Time Employees</b>	<b>199</b>	<b>192</b>	<b>181</b>	<b>176</b>	<b>164</b>	<b>162</b>	<b>167</b>	<b>162</b>	<b>141</b>	<b>100</b>	<b>112</b>	<b>109</b>	<b>88</b>
<b>TOTAL</b>	<b>514</b>	<b>490</b>	<b>488</b>	<b>488</b>	<b>477</b>	<b>470</b>	<b>463</b>	<b>445</b>	<b>432</b>	<b>390</b>	<b>397</b>	<b>400</b>	<b>377</b>



## Northwestern Michigan College Flexible Benefits Plan Calendar 2024

BENEFIT	AVAILABLE PLAN OPTIONS		
Medical	Core	High Deductible Health Plan	Opt-Out
<p>Medical Insurance</p> <p>Provider: Priority Health</p>	<p>Deductible: \$500 Individual; \$1,000 Family</p> <p>Co-insurance: 80% Plan Pays 20% You Pay</p> <p>Co-pay: \$20- office, urgent care, or chiropractic visit \$150- ER visit</p> <p>Preventative Medical Care at 100%</p> <p>Rx: \$10.00 Tier 1 drugs \$40.00 Tier 2 &amp; 4 drugs \$80.00 Tier 3 &amp; 5 drugs</p>	<p>Deductible – \$1,600 Individual; \$3,200 Family</p> <p>Co-insurance: 80% Plan Pays 20% You Pay</p> <p><b><i>Rx: Pay 100% of prescriptions until deductible is met. Then coverage is same as CORE plan.</i></b></p> <p>Preventative Medical Care at 100%</p> <p>Health Savings Account (HSA) NMC annual HSA contribution: \$1,400 for Individual Plan \$2,800 for Family Plan</p>	<p>Opting Out – No medical coverage</p> <p>\$1,400 cash rebate (taxable, non-MPSERS earnings) pro-rated for time</p> <p>(Must provide proof of insurance coverage elsewhere)</p>
Dental	Voluntary		
<p>Dental Insurance (optional)</p> <p>Provider: Blue Cross Blue Shield of Michigan</p>	<p>100% Class I (preventative)</p> <p>85% Class II (filling, root canal, bite guards, denture repairs, tissue conditioning)</p> <p>60% Class III (crowns, veneer fillings, dentures, bridges, implants)</p> <p>60% Class IV (orthodontia)</p> <p>Yearly maximum: \$1,800</p> <p>Lifetime orthodontia maximum: \$2,000</p>		

<b>BENEFIT</b>	<b>AVAILABLE PLAN OPTIONS</b>		
<b>Vision</b>	<b>Voluntary</b>		
Vision Provider: Eye Med	Eye exam annually with no co-pay; \$0 co-pay on lenses and frames with \$200 allowance on frames every 12 months; \$200 for contact lenses or frame lenses every 12 months.		
<b>LTD</b>	<b>Core</b>	<b>Option I</b>	<b>Option II</b>
Long-Term Disability Insurance	Employer provided Maximum: 60% of earnings, not to exceed \$1,500/mo.	Employee can purchase Maximum: 60% of earnings, not to exceed \$5,000/mo.	Employee can purchase Maximum: 70% of earnings, not to exceed \$5,000/mo.
<b>Life/AD&amp;D</b>	<b>Core</b>	<b>Voluntary</b>	
Employee Group Term Life and Accidental Death & Dismemberment (AD&D) Insurance	Death Benefit: \$50,000 Term Life plus \$50,000 AD&D for Full Time Part Time benefit: \$25,000	Employee can purchase additional Term Life/Accidental Death and Dismemberment Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Spouse Group Term Life		Spouse can purchase Term Life Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Child Group Term Life		Employee can purchase Term Life Insurance for dependent children in increments of \$2,500, \$5,000, \$7,500, or \$10,000 per child.	
<b>Flexible Spending Accounts</b>	<b>Available- all Medical Plans</b>		
Dependent Care	Administered by Meritain Health		
Medical Cost	Administered by Meritain Health		
Limited FSA	Administered by Meritain Health		
<b>HSA</b>	<b>High Deductible Health Plan</b>		
Health Savings Account	Available at employee's bank of choice		



## Expenses Considerations

Contained in this section are:

### Expenses:

- 1. Expenditures Comparison (MPDI Charts):** These tables provide data on NMC expenses by function and category compared to other community colleges in Michigan.
- 2. Non-Labor Expenses and Transfers History:** This table provides a history of the College's educational & general expenses (referred to as "E&G" or non-labor). Detail of historical transfers is also included for the years provided.



**Table 28**  
**Expenses by Activity**  
**2022-23**

Community College Name	Instruction	Information Technology	Public Service	Academic Support	Student Services	Institutional Support	Physical Plant Operations	Total
Alpena Community College	45.56%	8.47%	1.32%	10.35%	11.02%	13.34%	9.95%	100.00%
Bay de Noc Community College	38.99%	9.00%	0.85%	9.59%	18.24%	12.06%	11.26%	100.00%
Delta College	51.04%	5.46%	1.81%	8.95%	11.31%	11.07%	10.36%	100.00%
Glen Oaks Community College	31.52%	8.58%	1.37%	9.80%	13.93%	24.32%	10.49%	100.00%
Gogebic Community College	42.21%	2.74%	3.86%	8.98%	15.97%	18.23%	8.01%	100.00%
Grand Rapids Community College	44.68%	7.34%	1.81%	11.69%	10.55%	11.55%	12.38%	100.00%
Henry Ford College	53.32%	5.16%	0.00%	3.71%	13.72%	12.60%	11.49%	100.00%
Jackson College	37.27%	11.58%	0.88%	5.88%	14.87%	16.04%	13.48%	100.00%
Kalamazoo Valley Community College	45.01%	7.99%	4.34%	9.81%	11.85%	10.55%	10.45%	100.00%
Kellogg Community College	43.12%	5.53%	0.39%	17.59%	11.82%	11.04%	10.52%	100.00%
Kirtland Community College	34.76%	6.70%	0.29%	10.70%	20.68%	13.16%	13.71%	100.00%
Lake Michigan College	35.90%	6.48%	0.01%	9.84%	13.53%	20.21%	14.04%	100.00%
Lansing Community College	32.38%	10.02%	1.08%	18.02%	14.01%	14.04%	10.45%	100.00%
Macomb Community College	38.90%	6.64%	3.00%	14.96%	10.62%	13.39%	12.48%	100.00%
Mid Michigan College	45.74%	6.95%	2.71%	7.03%	12.50%	15.86%	9.22%	100.00%
Monroe County Community College	40.89%	7.22%	0.67%	11.61%	10.84%	14.84%	13.94%	100.00%
Montcalm Community College	40.12%	6.52%	2.64%	14.51%	10.05%	13.05%	13.11%	100.00%
Mott Community College	38.47%	6.15%	1.10%	10.91%	14.14%	13.77%	15.47%	100.00%
Muskegon Community College	45.74%	6.59%	1.95%	9.62%	12.70%	11.87%	11.53%	100.00%
North Central Michigan College	38.30%	9.12%	0.86%	10.70%	16.11%	13.52%	11.39%	100.00%
Northwestern Michigan College	41.28%	7.20%	0.40%	15.58%	10.44%	15.28%	9.82%	100.00%
Oakland Community College	39.18%	7.61%	0.18%	14.16%	10.09%	15.29%	13.50%	100.00%
Schoolcraft College	38.35%	6.59%	1.69%	15.51%	13.78%	11.31%	12.77%	100.00%
Southwestern Michigan College	30.85%	10.29%	0.00%	8.24%	20.43%	15.46%	14.73%	100.00%
St. Clair County Community College	41.77%	6.07%	1.37%	9.30%	13.43%	15.56%	12.49%	100.00%
Washtenaw Community College	42.79%	9.01%	0.95%	11.77%	12.61%	10.91%	11.96%	100.00%
Wayne County Community College	31.19%	5.25%	2.23%	13.15%	16.95%	15.51%	15.73%	100.00%
West Shore Community College	34.34%	5.36%	3.78%	10.96%	10.84%	19.71%	15.01%	100.00%
<b>State Average</b>	<b>40.13%</b>	<b>7.20%</b>	<b>1.48%</b>	<b>11.18%</b>	<b>13.47%</b>	<b>14.41%</b>	<b>12.13%</b>	



**Table 35**  
**Salary and Fringe Benefit Costs**  
**2022-23**

Community College Name	Salaries	Fringe Benefits	Compensation	Total Expenses	Compensation % of Total Expenses
Alpena Community College	\$9,217,398.00	\$5,973,108.00	\$15,190,506.00	\$18,196,645.00	83.48%
Bay de Noc Community College	\$9,506,700.00	\$4,387,884.00	\$13,894,584.00	\$18,886,952.00	73.57%
Delta College	\$35,973,698.00	\$24,995,867.00	\$60,969,565.00	\$74,896,879.00	81.40%
Glen Oaks Community College	\$5,981,941.00	\$2,714,070.00	\$8,696,011.00	\$12,531,607.00	69.39%
Gogebic Community College	\$5,201,078.00	\$2,942,366.00	\$8,143,444.00	\$10,848,718.00	75.06%
Grand Rapids Community College	\$59,807,112.00	\$41,362,094.00	\$101,169,206.00	\$119,437,162.00	84.70%
Henry Ford College	\$50,021,052.00	\$32,420,456.00	\$82,441,508.00	\$95,012,312.00	86.77%
Jackson College	\$19,565,107.00	\$8,202,585.00	\$27,767,692.00	\$41,232,343.00	67.34%
Kalamazoo Valley Community College	\$35,653,781.00	\$19,689,081.00	\$55,342,862.00	\$67,734,482.00	81.71%
Kellogg Community College	\$22,647,078.00	\$13,379,354.00	\$36,026,432.00	\$44,494,985.00	80.97%
Kirtland Community College	\$7,302,916.00	\$3,310,663.00	\$10,613,579.00	\$14,316,179.00	74.14%
Lake Michigan College	\$14,552,927.00	\$8,475,338.00	\$23,028,265.00	\$32,895,477.00	70.00%
Lansing Community College	\$60,282,993.00	\$26,373,088.00	\$86,656,081.00	\$109,204,841.00	79.35%
Macomb Community College	\$71,814,146.00	\$36,668,405.00	\$108,482,551.00	\$128,395,246.00	84.49%
Mid Michigan College	\$10,357,946.00	\$8,386,710.00	\$18,744,656.00	\$26,597,806.00	70.47%
Monroe County Community College	\$13,826,182.00	\$6,472,585.00	\$20,298,767.00	\$24,943,053.00	81.38%
Montcalm Community College	\$7,973,590.00	\$5,760,414.00	\$13,734,004.00	\$17,496,460.00	78.50%
Mott Community College	\$39,001,590.00	\$23,938,338.00	\$62,939,928.00	\$82,364,813.00	76.42%
Muskegon Community College	\$18,157,328.00	\$11,686,517.00	\$29,843,845.00	\$37,647,601.00	79.27%
North Central Michigan College	\$7,917,775.00	\$4,587,645.00	\$12,505,420.00	\$19,386,099.00	64.51%
<b>Northwestern Michigan College</b>	<b>\$23,832,838.00</b>	<b>\$13,543,119.00</b>	<b>\$37,375,957.00</b>	<b>\$49,259,015.00</b>	<b>75.88%</b>
Oakland Community College	\$69,663,911.00	\$32,993,356.00	\$102,657,267.00	\$131,294,423.00	78.19%
Schoolcraft College	\$48,666,857.00	\$30,481,126.00	\$79,147,983.00	\$96,526,495.00	82.00%
Southwestern Michigan College	\$10,385,829.00	\$5,493,760.00	\$15,879,589.00	\$22,868,442.00	69.44%
St. Clair County Community College	\$15,653,636.00	\$5,377,806.00	\$21,031,442.00	\$27,219,471.00	77.27%
Washtenaw Community College	\$55,468,687.00	\$24,153,264.00	\$79,621,951.00	\$104,664,519.00	76.07%
Wayne County Community College	\$47,819,327.00	\$12,623,406.00	\$60,442,733.00	\$93,436,400.00	64.69%
West Shore Community College	\$6,243,547.00	\$4,076,423.00	\$10,319,970.00	\$14,981,821.00	68.88%
<b>State Aggregate</b>	<b>\$782,496,970.00</b>	<b>\$420,468,828.00</b>	<b>\$1,202,965,798.00</b>	<b>\$1,536,770,246.00</b>	<b>78.28%</b>

# FY25 Draft Budget

Contained in this section is the draft budget for fiscal year 2025. Various assumptions have been made throughout the budgeting model concerning revenues, salaries and benefits, and expenses.

## **Tuition and Fee Assumptions:**

- 3% In-District /3% Out-of-District increases in tuition rates
  - Increase complies with tuition restrain language as presented in all 3 budget bills as they stand (Governor/House/Senate)
- 2% decline in contact hours from FY24 actual; 2% increase in contact hours from FY24 budget

## **Other Revenue Assumptions:**

- **Property Taxes:** 9.5% increase in Grand Traverse County taxable values; 98.82% millage rollback
  - Millage rate will rollback from 2.0574 to 2.0330
- **State Appropriations:** 2.0% increase in state appropriations – still unknown
- **Other:** Increases in support from NMC Foundation, investment income, and other income

## **Expense Assumptions:**

- General inflation impacts on all expenses
- Adjunct and supplemental costs are shifting from “salaries and wages” (labor) to “purchased services” (non-labor) as new hires are employed under our contract with EduStaff
- Faculty and staff salary increase (2% scale + 3-4% step increases if eligible)
- Increased transfers for Aviation debt service, deferred maintenance, technology, Strategic Fund

**Northwestern Michigan College  
Non-Labor Expenses and Transfers History**

	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Actual FY23	Projected 4/11/24 Actual FY24	Budget FY25
<b>Educational &amp; General Expenses (E&amp;G)</b>								
Purchased Services	2,431,771	2,537,324	2,049,534	2,049,405	2,364,932	3,073,784	4,229,245	4,281,886
Supplies & Materials	2,927,587	3,251,184	2,430,550	2,264,808	2,648,865	2,861,325	3,077,691	3,384,460
Internal Services	57,626	83,954	92,560	10,642	55,452	82,699	111,533	143,940
Other Expenses	1,604,364	1,597,838	1,534,239	1,131,852	1,285,310	1,238,042	1,723,237	1,634,903
Institutional Expenses	1,624,422	1,621,241	1,519,695	1,388,583	1,624,503	1,919,104	1,972,836	1,900,872
Maintenance & Renovation	1,394,750	1,554,197	1,609,299	1,588,584	1,841,957	1,659,041	2,115,892	2,317,272
Professional Development & Events	655,269	713,810	555,708	226,041	424,914	593,380	730,107	662,860
COAT / Capital Outlay	267,544	696,140	347,272	56,368	165,125	248,657	108,735	150,000
	<b>10,963,332</b>	<b>12,055,689</b>	<b>10,138,857</b>	<b>8,716,283</b>	<b>10,411,058</b>	<b>11,676,032</b>	<b>14,069,276</b>	<b>14,476,193</b>
<b>Transfers</b>								
Transfer for Deferred Maintenance	999,647	1,009,643	1,019,740	500,000	1,292,826	1,170,000	1,230,000	1,400,000
Other Transfers Out (In) <sup>a</sup>	2,751,000	2,950,542	661,865	2,018,844	466,346	276,680	1,383,483	1,250,000
	<b>3,750,647</b>	<b>3,960,185</b>	<b>1,681,605</b>	<b>2,518,844</b>	<b>1,759,172</b>	<b>1,446,680</b>	<b>2,613,483</b>	<b>2,650,000</b>
<b><sup>a</sup> Other Transfers Out (In)</b>								
Strategic Funds	250,000	400,000	500,000	450,000	250,000	250,000	425,000	350,000
Funds for Transformation	600,000	50,000	50,000	150,000	50,000	50,000	50,000	50,000
Aviation Capital Fund (based on Tac Hours)	413,213	444,394	300,912	358,680	473,405	470,310	507,245	600,000
Additional Capital / Deferred Maintenance	600,000	1,400,000	500,000	2,200,000	-	-	1,000,000	500,000
Technology Fee	500,000	500,000	500,000	500,000	500,000	500,000	500,000	600,000
Facilities Fees	40,000	40,000	40,000	-	40,000	40,000	40,000	-
Program Specific	(15,636)	(4,202)	(7,479)	(3,342)	(80,627)	-	(38,762)	(100,000)
EES - Elevate Software	24,550	24,550	24,550	24,550	-	-	-	-
Wellness	288,873	-	-	-	-	-	-	-
MPSERS Reserve	50,000	95,800	-	-	-	-	-	-
Restricted Fund - CARES / CRRSAA / ARPA	-	-	(1,246,118)	(2,597,885)	-	-	-	-
Restricted Fund - GLMA Heritage Act	-	-	-	936,841	-	-	-	-
Restricted Fund - GLMA Direct Support	-	-	-	-	(766,432)	(850,000)	(1,100,000)	(1,000,000)
Debt Service - Aviation	-	-	-	-	-	-	-	250,000
	<b>2,751,000</b>	<b>2,950,542</b>	<b>661,865</b>	<b>2,018,844</b>	<b>466,346</b>	<b>460,310</b>	<b>1,383,483</b>	<b>1,250,000</b>

5/8/2024

## Northwestern Michigan College General Fund Working Budget FY25 to FY30

	Actual FY23	BoT Approved Budget FY 24	As of 4/11/24 Projected FY24	Proposed Budget FY 25	Projected Budget FY 26	Projected Budget FY 27	Projected Budget FY 28	Projected Budget FY 29	Projected Budget FY 30
<b>Revenue</b>									
Local Sources									
Tuition & Fees	\$ 21,323,999	\$ 22,212,097	\$ 23,645,109	\$ 23,851,078	\$ 24,214,146	\$ 25,436,606	\$ 25,638,962	\$ 25,767,134	\$ 26,594,014
Property Taxes	12,663,865	13,900,791	13,903,938	14,933,023	15,332,611	15,437,566	15,548,930	15,781,717	15,890,940
<b>Total Local Sources</b>	<b>33,987,864</b>	<b>36,112,888</b>	<b>37,549,047</b>	<b>38,784,101</b>	<b>39,546,757</b>	<b>40,874,172</b>	<b>41,187,892</b>	<b>41,548,851</b>	<b>42,484,954</b>
State Sources	10,771,709	10,826,033	11,200,314	11,155,934	11,369,053	11,586,434	11,808,163	12,034,326	12,265,013
Private Sources	1,333,616	1,175,242	1,200,242	1,346,370	1,346,714	1,362,324	1,423,340	1,487,407	1,554,678
Investment Income	578,296	320,000	919,953	450,000	400,000	400,000	350,000	325,000	300,000
Other Sources	674,483	495,000	656,779	617,000	642,000	642,000	642,000	642,000	642,000
<b>Total Revenues</b>	<b>47,345,968</b>	<b>48,929,163</b>	<b>51,526,335</b>	<b>52,353,405</b>	<b>53,304,524</b>	<b>54,864,930</b>	<b>55,411,395</b>	<b>56,037,585</b>	<b>57,246,645</b>
<b>Expenditures</b>									
61 Salaries and Wages	23,517,092	25,137,687	24,213,139	24,638,366	24,779,556	25,299,181	25,766,596	26,383,353	27,024,642
65 Benefits	9,418,688	10,286,740	10,603,544	10,588,846	10,634,690	10,846,098	11,119,090	11,414,189	11,739,590
<b>Total Labor Costs</b>	<b>32,935,780</b>	<b>35,424,427</b>	<b>34,816,683</b>	<b>35,227,212</b>	<b>35,414,246</b>	<b>36,145,279</b>	<b>36,885,687</b>	<b>37,797,541</b>	<b>38,764,232</b>
71 Purchased Services	3,073,784	2,895,004	4,229,245	4,281,886	4,520,667	4,819,827	5,094,023	5,232,567	5,381,907
72 Supplies & Materials	2,861,325	3,107,437	3,077,691	3,384,460	3,485,994	3,695,153	3,769,056	3,844,438	3,921,326
73 Internal Services	82,699	110,273	111,533	143,940	148,258	151,223	154,248	157,333	160,479
74 Other Expenses	1,238,042	1,603,453	1,723,237	1,634,903	1,683,950	1,717,629	1,751,982	1,787,021	1,822,762
75 Institutional Expenses	1,919,104	1,700,512	1,972,836	1,900,872	1,957,898	1,997,056	2,036,997	2,077,737	2,119,292
76 Maintenance & Renovation	1,659,041	1,944,397	2,115,892	2,317,272	2,386,790	2,434,526	2,483,216	2,532,881	2,583,538
77 Events/Trvl/Prof. Devel.	593,380	600,659	730,107	662,860	682,746	696,401	710,329	724,535	739,026
78 Interest & Amort. (GASB 96)	593,472	-	-	-	-	-	-	-	-
79 Capital Outlay	248,657	98,000	108,735	150,000	154,500	157,590	160,742	163,957	167,236
80 Transfer - Deferred Maint.	1,170,000	1,230,000	1,230,000	1,400,000	1,540,000	1,617,000	1,697,850	1,782,743	1,871,880
<b>Total Expenditures</b>	<b>46,375,283</b>	<b>48,714,162</b>	<b>50,115,960</b>	<b>51,103,405</b>	<b>51,975,049</b>	<b>53,431,685</b>	<b>54,744,130</b>	<b>56,100,752</b>	<b>57,531,678</b>
Other Transfers	276,680	215,000	1,383,483	1,250,000	1,630,000	1,730,000	1,838,000	1,883,650	1,660,000
<b>Net Revenue (Loss)</b>	<b>694,005</b>	<b>-</b>	<b>26,892</b>	<b>-</b>	<b>(300,525)</b>	<b>(296,755)</b>	<b>(1,170,735)</b>	<b>(1,946,817)</b>	<b>(1,945,033)</b>

## General Tuition & Fees Draft Budget – Tuition Changes May 2024

\*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	\$ 125.00	\$3.00	\$72.00
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*

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	\$307.00	\$8.00	\$192.00
Out of State	\$387.00	\$398.00	\$11.00	\$264.00
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

### 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	\$535.00	\$25.00	\$600.00
Out of District	\$510.00	\$535.00	\$25.00	\$600.00
Out of State	\$510.00	\$535.00	\$25.00	\$600.00
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	\$23.00	\$24.00	\$1.00	\$24.00



Northwestern  
Michigan  
College

## **MEMO**

*Office of the President*

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

Dear Board of Trustees,

Since our April Board meeting the following are key updates.

### **NMC Budget Update**

We will be presenting a balanced budget at the May Board meeting, in advance of seeking adoption of the FY25 budget in June. Grand Traverse County equalization recently released that property tax values increased 10.05%, which will result in a \$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.

### **State Budget Update**

Both the House and Senate Appropriations Committees have approved their versions of the FY25 state budget. This sets the stage for conference committee negotiations ahead of and concurrent with the May 17<sup>th</sup> Consensus Revenue Estimating Conference. We would then expect that final budget bills would be released with all signs pointing to budgets being completed before July 1.

Here is a summary of key provisions from the Governor's budget, House budget and Senate budget:

	<b>Governor</b>	<b>House Appropriations</b>	<b>Senate Appropriations</b>
<b>Operations</b>	2.5% (Performance formula)	3.3% (Performance formula)	2.5% (Performance formula) + one time criteria based 2.5% increase
<b>Tuition Restraint</b>		Yes (the greater of 4.5% or \$217)	Yes (the greater of 4.5% or \$217)
<b>MPSERS</b>	\$5.7M	\$5.7M	--
<b>ITEMS</b>	--	\$100 placeholder	\$100 placeholder
<b>MiAS</b>	Replaced with CCG	Keep \$1,750 last dollar and adding \$1,000 for non-tuition costs	Replaced with version of CCG



<b>CCG</b>	Covers all ID and OOD Tuition	--	Covers ID tuition only
<b>Reconnect</b>	--	--	Transfers funding and administration from LEO to Higher Ed budget
<b>Local Heroes Program</b>			\$850,000 for the MCCA to create college access pathways through dual enrollment, certification, associate degree completion and transfer pathways to a four-year degree for future educators and public safety workers.

Our key priorities continue to be:

- Approve NMC’s Integrated Student Services Hub capital outlay project, which was left out of the FY24 supplemental budget passed last year.
- Include \$100 million in ITEMS funding.

### **MCCA Capitol Day**

Over 120 community and tribal college leaders, students, and mascots descended upon our state Capitol this last month for the MCCA Capitol Day. Trustee Ken Warner joined me, and together we met with Representatives Roth and Coffia, as well as Senator Damoose. Our conversations focused on NMC’s priorities, and we were warmly received by the legislators, who are ‘fans of NMC’.

### **Remote Attendance at Board Meetings Legislation**

House Bill 5686, introduced by Rep. Pauline Wendzel, would permit some members of community college boards to participate and vote remotely if the following occur:

- The board has passed a resolution that permits its members to meet remotely;
- At least a quorum attends the meeting in person in a location open to the public; and
- In addition to the 2-way communication required, members participating remotely, when speaking or voting, are visible to other members of the board and public who are attending the meeting in person or remotely.

HB 5686 has been referred to the House Committee on Oversight and Ethics.

### **Benzie County Annexation Possibility**

We have been informed that paperwork has been filed with the county clerk, and an official ballot proposal committee/Yes Committee has been formed, “Yes4Benzie”. Yes4Benzie is their website domain, and a soft launch is expected next week. This past Thursday, Matt Olson (former Superintendent of Benzie Central) met with the Yes Committee to help them better understand millage history and community dynamics.

Following the Board of Trustees meeting on April 22<sup>nd</sup>, an organizing group met in preparation for a first formal Yes Committee meeting, expected this next week. A Yes4Benzie Communications Team has been formed and will be meeting weekly.

Also, last week, the College met with the consultant that assisted Mid Michigan College with their education/information campaign for their recent annexation effort, as well as with Mark Fisk (with Byrum Fisk). We intend to move forward, partnering with Byrum Fisk, to help us with our education/information campaign.

### **Chief Advancement Officer Search**

At the end of April, the Search Committee interviewed six semi-finalists and recommended three candidates be moved forward. These candidates will be visiting campus on May 21, 24, and 28 respectively. Each candidate will introduce themselves to campus during open forums. There will also be a ‘meet and greet’ reception. We will invite the Board of Trustees and Foundation Board members to the open forums and receptions, to afford an opportunity to meet the finalists.

### **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 will be conducting on-site assessment of NMC facilities during the week of June 3.

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

We are off to a strong start in the “discovery phase” of the comprehensive brand assessment and strategy development funded by a Lumina Foundation grant aimed at increasing community college attendance nationwide. Our partner Stamats conducted more than 60 in-person stakeholder interviews over two days and toured all of NMC’s campuses. Stamats also held in depth guidance counselor interviews from local high schools and sent more than 15,000+ surveys to applicants, current students, alumni, faculty, staff, donors, community members and business partners.

Now Stamats’ data team is distilling key takeaways from this information to inform the discovery and research report. We will present that report to executive staff in June and we will share the findings to the Board of Trustees. 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**

An initial discussion of the draft facilities master plan is scheduled for the May 22 Study Session. The goal of this study session is 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.

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

The May 22 Study Session will also afford an opportunity for a ‘deeper dive’ (pun intended) on the Freshwater Research and Innovation Center. Vice President of Strategic Initiatives Jason Slade will provide an update on the project’s development, key points related to the Articles of Incorporation and By Laws, as well as next steps. Your input on this major investment and initiative is critical for the project’s success.

Related, the Great Lakes AquaHacking Challenge finale was held on Friday, May 10, 2024 at the Hagerty Center. The Great Lakes Challenge, the first of its kind in the US, was a competition for the most innovative solutions to today's most pressing freshwater issues. The challenge began in fall 2023, as a partnership between NMC and AquaAction, with 170 participants and almost 40 teams from the US and Canada. A semifinals in March resulted in ten teams being invited to the finals. These finalists represent the water focus start-ups we are looking to attract to the Freshwater Research and Innovation Center. Traverse Connect hosted a reception for finalists during the week to show them the benefits of being part of the Grand Traverse region, which is part of the overall vision for the center.

### **Start Up Week**

A very special recognition to Jason Slade and Will Kitchen for putting NMC 'front and center'. When I think back a few years - 'where we started' and 'where we are now' with Start Up Week – it's clear that Jason's leadership and the founding of OOPS have helped 'raise the bar'. Now, NMC isn't a mere 'attendee' to Start Up Week; rather, we're in a 'front and center' leadership role. And, the community is surely recognizing that new role/leadership position.

The Office of Possibilities event was 'living proof'. The TJNIC was abuzz with energy, and the room was filled with community members and innovators, including some from within the college! OOPS has become the connector and higher ed navigator of the entrepreneurial ecosystem in the Grand Traverse region. At this event, our College/community could hear how OOPs and NMC are supporting innovation throughout the region. Just look at who was 'in the room' what has emerged in this last 18 months:

- 3D Printing Homes
- Third Chapter of Living
- Innovation Credential
- AquaHacking Challenge - especially, Wave Lumina
- ThinkLocker
- Design Your Life
- NMC Filmmaker Space
- Baja Car /SAE Initiative
- Microplastics/BRT EMRI
- Commonplace / Community Connection

Again a special thanks to Jason and Will, for helping to lead our efforts, and making sure the community is integrally engaged. Most importantly, thanks for their work helping further develop our entrepreneurial mindedness and the innovative action that's shaping our NMC culture.

### **Points of Pride**

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

1. On April 17 & 18, the **International Affairs Forum** hosted successful back-to-back programs centered around our freshwater resources. Presented under the title 'Freshwater Focus', events drew multi-generational audiences, reaching 500 attendees combined, in person and online.

Modes of engagement included an interactive biology exhibit, a documentary screening with panel discussion, and a keynote address. The programs incorporated regional partners including the Great Lakes Fishery Commission, Interlochen Public Radio, and NMC's Great Lakes Water Studies Institute. Invited non-profits also included Inland Seas Education Association and FLOW (For Love of Water). Both events were supported by grant funding from the Grand Traverse Band of Ottawa & Chippewa Indians.

2. Over 200 of our spring graduates celebrated at **Commencement** on May 4 at the Milliken Auditorium and Dennis Museum Center. Thanks to all who came out to support our graduates in my absence. For this academic year, 645 degrees or certificates are anticipated. Congratulations to our newest Hawk Owl Alumni! And, thanks to the faculty and staff who work tirelessly to support their goals.
3. NMC's annual employee recognition event "**You Made it Possible**" was held at the Hagerty Center on May 9. We celebrated milestone anniversaries, retirements and excellence award recipients. Seventeen employees were honored for retiring from NMC with the years of service ranging from 10 to 53 years. A special dedication to Steve Drake (Math Instructor), who is retiring from NMC with 53 years of service was a high point of the celebration. Excellence awards were given in several categories. NISOD recipients were Brandon Everest, Nicole Fewins, Justin Guillard, Scott Powell, Rebecca Richardson, and Nicole Speelman. The Imogene Wise Faculty award went to Tammy Coleman, and the Adjunct Excellence award went to Sam Boase-Miller. We also recognized staff who excelled with the Staff Excellence award given to Linda Berlin, and the Team Excellence award to The Aqua Hacking Challenge and Lakebed team of Ed Bailey, Lisa Cooper, and Hans VanSumeren. An event filled with admiration, respect, and caring that permeated the room! A special thank you to the Board of Trustees members who were able to attend and congratulate all the recipients.
4. This year's "**Taste of Success**" event was the best ever! More than 380 community members helped raise more than \$160,000 for students and the Great Lakes Culinary Institute. That's the most ever raised through the event.
5. In 2023 the Michigan Public Health Institute hired **Extended Education & Training** to provide a bi-monthly noon webinar for the Michigan Department of Environmental Health staff throughout the state. In 2024 they asked us back again for monthly webinars! NMC employees who have or are signed up to be speakers include Dr. Christa Abdul-Karim, Dr. Tammy Coleman, Jennifer Ewing, Scott Goethals, Dr. Sarah Montgomery-Richards, and Elizabeth Sonnabend. Average attendance is 50-75 of their 450 employees. They've used this as both professional development and employee engagement as most of their workforce is remote.

### **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:*

- ["Upgraded Museums Add New Value to College Campuses,"](#) *The New York Times*

**Upcoming Dates of Note**

- **May 17**–Paul Welch Reception/Exhibit, Dennon Museum Center
- **May 20**–Regular monthly Board of Trustees meeting, TJNIC 106/107
- **May 22**–Study Session–Topics: Campus Facilities Master Plan, Freshwater Research Innovation Center, TJNIC 14
- **June 1**–Bob Buttleman Celebration of Life, NMC Aviation Hangar
- **June 6**–Fellows Celebration, NMC Hagerty Center

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

Phone: (517) 449-6453  
[www.northernstrategies360.com](http://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:** May 13, 2024  
**Re:** **State/Federal Legislative Update**

### State Michigan House

- Following the special elections in two state House districts, the Democrats have regained control of the chamber 56-54. As a result, the House will start to move more bills through the chamber.
- Recent indications are that policy bills will be non-controversial and focus on housing and mental health support.

### **State Budget**

Last week, the House passed their version of the FY25 Community College budget sending it to the Senate. The Senate is expected to pass its version this week. Below is an overview of key provisions from the Governor's Executive Recommendation, House Appropriations and Senate Appropriations bills.

After both chambers pass their versions of the bills, they will set up a conference committee work out any differences that exist. This committee is expected to meet following the May Consensus Revenue Estimating Conference, which will take place this Friday, May 17<sup>th</sup>.

	<b>Governor</b>	<b>House Appropriations</b>	<b>Senate Appropriations</b>
<b>Operations</b>	2.5% (Performance formula)	3.3% (Performance formula)	2.5% (Performance formula) + one time criteria based 2.5% increase
<b>Tuition Restraint</b>		Yes (the greater of 4.5% or \$217)	Yes (the greater of 4.5% or \$217)
<b>MPSERS</b>	\$5.7M	\$5.7M	--
<b>ITEMS</b>	--	\$100 placeholder	\$100 placeholder
<b>MiAS</b>	Replaced with CCG	Keep \$1,750 last dollar and adding \$1,000 for non-tuition costs	Replaced with version of CCG
<b>CCG</b>	Covers all ID and OOD Tuition	--	Covers ID tuition only
<b>Reconnect</b>	--	--	Transfers funding and administration from LEO to Higher Ed budget
<b>Local Heroes Program</b>			\$850,000 for the MCCA to create college access pathways through dual enrollment, certification, associate degree completion and transfer pathways to a four-year degree for future educators and public safety workers.

Our key priorities continue to be:

- Approve NMC’s Integrated Student Services Hub capital outlay project, which was left out of the FY24 supplemental budget passed last year.
- Include \$100 million in ITEMS funding.
- Make adjustments to the Governor’s Community College Guarantee proposal so that it does not disincentivize community college district annexation.

## **Federal**

### **Senator Peters Visit to GLMA**

On Friday we will welcome U.S. Senator Gary Peters to the Great Lakes Campus and Great Lakes Maritime Academy where he will be honored with the Willard J. Smith Meritorious Service Award.

### **FY25 Appropriations**

As the House and Senate Appropriations Committees move their respective budgets forward, we continue to be concerned about their proposed significant cuts to the Labor-HHS-Education funding bill. The Senate has proposed cutting overall funding by 5.9% to comply with the bipartisan agreement to raise the debt ceiling. The House has proposed cutting funding by over 30%. While it is unlikely that these budget bills will move forward anytime soon, we continue to raise our concerns about these cuts with our federal elected officials.

Our key priorities continue to be:

- Supporting at least a \$500 increase in the Pell Grant maximum award
- Supporting \$100 million for the Strengthening Community College Training Grants

### **Farm Bill**

As Congress moves to re-authorize the Farm Bill, we continue to support a key provision- the Community College Advancement Act. The Act would authorize \$20 million for a new USDA capacity building grant program for agriculture, agrobusiness and renewable resources programs.



Northwestern  
Michigan  
College

**MEMO**  
Office of the  
President

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
President's Council  
**Subject:** May 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 a future 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.
- Salaries and wages expenses are tracking below budget due to mid-year restructurings, vacant positions, and the transition of new adjuncts and supplementals to EduStaff. On the flip side, purchased services expenses are tracking significantly over budget as new adjunct and supplemental costs are now reported in that line item.
- Preliminary fieldwork for the FY24 financial and federal awards audits will start in June, with the audit work finished and presented to the Board in October. There are no new GASB accounting standards to implement for FY24.

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

- Summer enrollment is up 7.2% in contact hours over Summer 2023.
- Fall enrollment is up 2.4% in contact hours over Fall 2023.

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

**Paid Media** ↑YOY

- Applications: 126
- Accounts: 139
  - The discovery phase of the branding initiative is wrapping up with more than 60 in person interviews conducted and 15,000 surveys distributed. The initial findings are expected in late May with strategy development starting in June. We are planning a status report to the BOT in July.



- Nexus magazine is transitioning into a new community engagement piece 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 3: Diversity, Equity, Inclusion, and Belonging will be reviewed this month. 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. Full details are in the memo.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, April 22, 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, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner,

**Trustees absent:** Bill F. Marsh, Andrew K. Robitshek

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Carly McCall, Hollie DeWalt, Molly Norville, Glenn Wolff, Terri Gustafson, Cheryl Bartz, Fred Beerwart, Debbie Northway, Mary Hutchinson, Monica Evans, Maggie Bacon, Patrick Brown, Rachel Colby, John Melcher, Dmitri Denune, Brandy Johnson, Mark Dragovich.

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

**STRATEGIC FOCUS**

**Mission & Values in Action**—Aden, a current Audio Tech student, joined the Esports team during his first semester. Transferred from Kirtland for the Audio Tech program.

**Program Focus: Varsity Esports**—Dr. Terri Gustafson, Director of Academic Affairs and Media Technology, presented on Esports (or “electronic sports”) where students compete between individuals or teams using video games. As with other varsity sports, Esports demonstrates teamwork, leadership, and growth. Gustafson shared the program’s successes, which included a national championship.

**Student Engagement and Success**—Jason Slade, Vice President of Strategic Initiatives, and Todd Neibauer, Vice President for Student Services and Technologies, emphasized retention and sense of belonging as key pillars of this strategy. Neibauer emphasized that the number of high school graduates enrolling in college within six months has decreased ... the percentage of state-wide graduates attending community colleges declined again to only 15.3%.

**REPORTS AND PRESENTATIONS**

**Faculty Report: Arts & Humanities**—Glenn Wolff, Instructor, presented “The Long and Winding Road” on student successes in the Arts & Humanities. Retiring after this semester, Wolff shared his creative career path along with the stories of four students. The Board thanked Wolff for his contributions to the college and community and President Nissley shared a story of how Wolff utilized 3-D printed printing-presses for students to use while attending courses remotely due to COVID-19.

**PUBLIC INPUT**—There was public input offered by: Cheryl Bartz, Fred Beerwart, Debbie Northway, Mary Hutchinson, Monica Evans, Maggie Bacon, Patrick Brown, Rachel Colby, John Melcher, Dmitri Denune, Brandy Johnson, and Mark Dragovich.

**UPDATES**

**President’s Update**—President Nick Nissley shared thoughts on the potential Benzie County annexation and how it can serve the mission of the college to provide lifelong learning opportunities to transform lives and enrich our communities. Regarding other updates, Nissley shared the search for the Chief Advancement Officer

position includes virtual interviews of six candidates this week. Third, the congressional spending request (or earmark) for the Aviation hangar expansion project was approved by the federal government. Fourth, the Freshwater Research Innovation Center ad hoc committee is developing articles of incorporation and by-laws, which the Board of Trustees will review in the upcoming months. Nissley shared points of pride including three recent events: the second annual Gala to Give, Audio Tech Dollars for Scholars fundraising, the 9th Annual Big Little Hero Race. Lastly, Nissley congratulated faculty member Nick Roster for being named the Environmentalist of the Year in education by the Northern Michigan Environmental Action Council

**Board Chair Update**—Chair Laura Oblinger shared highlights from her recent experience with the brand assessment and strategy work being done which was made possible by a grant from the Lumina Foundation. Oblinger also emphasized the college has had three consecutive semesters of enrollment growth.

**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 March 18, 2024, regular meeting
- Minutes of the April 2, 2024, study session and closed session
- 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 Public Relations, Marketing, and Communications
- Foundation Report—Carly McCall, Director of Alumni Engagement
- Building and Site Committee—Ken Warner, Committee Chair
- Audit Committee—Kennard Weaver, Committee Chair
- Executive Committee—Laura Oblinger, Committee Chair

## **ACTION ITEMS**

**Annexation of Benzie County**—On a motion by Kennard Weaver, seconded by Chris Bott, the Board adopted a resolution proposing annexation of Benzie County to join the Northwestern Michigan College district, which includes ballot proposition language, as presented. The motion passed unanimously by those trustees present at the meeting.

**Resolution of Support**—Doug Bishop made a motion, seconded by Warner, the Board adoption of Resolution of Support for annexation of Benzie County to join the Northwestern Michigan College district as presented. The motion passed unanimously.

**MACC Grant Application**—Ken Warner made a motion, seconded by Doug Bishop, authorizing the Dennon Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$30,000 for project support from the Michigan Arts and Culture Council (MACC) in the current round of FY25 grant applications. The motion passed unanimously.

**New Jobs Training Program**—On a motion by Kennard Weaver, seconded by Ken Warner, the Board authorized administration to enter into an amended agreement under the Michigan New Jobs Training Program (MNJTP) with Cherry Republic as presented. The motion passed unanimously.

**Aviation Hangar Expansion Architectural Services**—Doug Bishop made a motion, seconded by Ken Warner, to authorize administration to enter into a contract with Environment Architects Inc. in the amount of \$247,000

for architectural services related to the Aviation hangar expansion project. A State of Michigan MEDC grant will fund this contract. The motion passed unanimously.

**Aviation Hangar Expansion Construction Manager**—On a motion by Ken Warner, seconded by Chris Bott, the Board authorized for administration to enter into a contract with Miller-Davis not to exceed the amount of \$454,000 to serve as Construction Manager for the Aviation hangar expansion project. A State of Michigan MEDC grant will fund this contract.

**FY24 Audit Services**—Kennard Weaver made a motion, seconded by Chris Bott, the Board authorized for administration to continue the contract with Plante Moran as Northwestern Michigan College’s auditing firm for the year ending June 30, 2024, according to the updated fees as presented. The motion passed unanimously.

**Campus Safety and Security Assessment**—On a motion by Kennard Weaver, seconded by Doug Bishop, the Board authorized administration to contract with Security Risk Management Associates in the amount of \$89,985 to conduct a campus-wide safety and security assessment. The source of funding is the general fund. The motion passed unanimously.

**Cisco Edge Switch Replacement**—Chris Bott made a motion, seconded by Kennard Weaver, the Board authorized for administration to enter into a contract with People Driven Technologies, Inc. for the replacement of the Cisco edge network switch equipment in the amount of \$849,320, plus a 5% contingency, for a total project budget of \$891,786. This purchase will be funded by the Technology Plant Fund Reserves. The motion passed unanimously.

**Learning Management System**—On a motion by Ken Warner, seconded by Doug Bishop, the Board authorized for administration to enter into a contract with Instructure to migrate all Moodle courses and content to Canvas LMS for \$164,196.16 in licensing plus an overlap implementation period for \$24,840 for a three year total of \$189,036.16. This purchase will be funded by the Educational Technology E&G budget. 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.

**ADJOURNMENT**—The meeting adjourned at 6:53 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**

**MEMO**  
**Enrollment Services**

To: Dr. Nick Nissley, President  
From: Todd Neibauer, VP for Student Services and Technologies  
Date: May 13, 2024  
Subject: Summer 2024 Enrollment Update

**Summer 2024**

Summer enrollment for 2024 is currently up 126 students and 408 contact hours over the same time last year. After streamlining the guest student process, we currently have over 56 additional guest students versus last year. This increase accounts for some of the increase in headcount and also for the decline in the average contact hours taken. Guest students generally take a lower credit load.

	2021	2022	2023	2024	△
<b>Inquiries</b>	728	621	818	842	2.9%
<b>Applicants</b>	713	610	805	837	4.0%
<b>% Applied</b>	97.9%	98.2%	98.4%	99.4%	1.0%
<b>Admits</b>	510	406	522	600	14.9%
<b>% Admitted</b>	71.5%	66.6%	64.8%	71.7%	6.8%
<b>Admits Registered</b>	206	180	174	267	53.5%
<b>% Admits Registered</b>	40.4%	44.3%	33.3%	44.5%	11.2%
<b>Prior Admits Registered</b>	8	7	4	3	-25.0%
<b>Retained Students</b>	776	748	748	765	2.3%
<b>% Retained</b>	25.9%	24.2%	26.1%	25.9%	-0.1%
<b>Return Students</b>	88	80	63	80	27.0%
<b>Average Contact Hours</b>	6.03	5.76	5.77	5.49	-4.9%
<b>Total Headcount</b>	1,078	1,015	989	1,115	12.7%
<b>Total Contact Hours</b>	6,495	5,845	5,710	6,118	7.2%
<b>Tuition</b>	1,263,229	1,261,818	1,292,744	1,427,760	10.4%

**Fall 2024**

Applications for fall semester are currently up 2.7% overall and contact hours are up 2.4%.

	2021	2022	2023	2024	△
<b>Applicants</b>	2,509	2,219	2,372	2,437	2.7%
<b>% Applied</b>	83.4%	78.5%	84.4%	91.8%	7.4%
<b>Admits</b>	1,774	1,565	1,572	1,659	5.5%
<b>% Admitted</b>	70.7%	70.5%	66.3%	68.1%	1.8%
<b>Admits Registered</b>	502	435	445	438	-1.6%
<b>% Admits Registered</b>	28.3%	27.8%	28.3%	26.4%	-1.9%
<b>Prior Admits Registered</b>	37	15	17	14	17.7%
<b>Retained Students</b>	1,158	1,165	1,097	1,130	3.0%
<b>% Retained</b>	38.7%	37.7%	38.2%	38.3%	0.1%
<b>Return Students</b>	156	96	97	114	17.5%
<b>Average Contact Hours</b>	11.04	11.12	11.08	11.07	-0.1%
<b>Total Headcount</b>	1,852	1,711	1,656	1,696	2.4%
<b>Total Contact Hours</b>	20,452	19,032	18,342	18,774	2.4%
<b>Tuition</b>	3,928,916	3,872,380	3,914,371	4,206,315	7.5%

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



**MEMO**  
*Administrative Services*

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

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

**Date:** May 13, 2024

**Subject:** Summary Report for the General Fund as of April 30, 2024

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The attached reports summarize the financial results for the General Fund as of April 30, 2024. The 10th month represents 83% 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 \$8,813,541. Revenue increased by 10% when comparing year-to-date April 2024 to April 2023. Expenses increased by 8% when comparing year-to-date April 2024 to April 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.
- 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 10

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	21,404,399	96.36%
	Property Taxes	13,900,791	13,769,707	99.06%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	36,112,888	35,174,106	97.40%
	State Sources	10,826,033	8,869,203	81.92%
	Federal Sources	0	0	*
	Private Sources	1,175,242	900,827	76.65%
	Investment Income	320,000	843,083	263.46%
	Other Sources	<u>495,000</u>	<u>516,116</u>	104.27%
	<b>Total Revenues</b>	<b>48,929,163</b>	<b>46,303,335</b>	<b>94.63%</b>
<b>60</b>	<b>Labor</b>			
	Salaries & Wages	25,137,688	18,569,218	73.87%
	Benefits	<u>10,286,740</u>	<u>8,330,203</u>	80.98%
	<b>Total Labor</b>	<b>35,424,428</b>	<b>26,899,421</b>	<b>75.93%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	2,895,004	3,043,349	105.12%
	Supplies & Materials	3,107,437	2,510,686	80.80%
	Internal Services	110,273	84,869	76.96%
	Other Expenses	1,603,453	1,181,023	73.65%
	Institutional Expenses	1,700,512	1,563,305	91.93%
	Maintenance & Renovation	1,944,397	1,519,405	78.14%
	Prof Develop, Travel & Events	600,659	530,547	88.33%
	Capital Outlay	<u>98,000</u>	<u>115,517</u>	117.87%
	<b>Total Expenses</b>	<b>12,059,735</b>	<b>10,548,701</b>	<b>87.47%</b>
	<b>Total Expenditures</b>	<b>47,484,163</b>	<b>37,448,122</b>	<b>78.86%</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>37,789,794</b>	<b>77.23%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>8,513,541</b>	



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

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

	YTD 4/30/2024	YTD 4/30/2023	\$ Diff	% Diff	<u>Comments</u>
<b><u>Revenue</u></b>					
Local Sources:					
Tuition & Fees	\$ 21,404,399	\$ 19,389,508	\$ 2,014,891	10%	Primarily due to higher enrollment resulting in higher tuition and fee revenue, higher EES revenue, higher flight fee revenue, and increase in Marine Center workshop revenue in FY24 than prior year (see note in Other Sources line)
Property Taxes	13,769,707	12,659,188	1,110,519	9%	Timing of property tax payments received from townships and overall increases in property values
<b>Total Local Sources</b>	<b>35,174,106</b>	<b>32,048,696</b>	<b>3,125,410</b>	<b>10%</b>	
State Sources	8,780,146	8,149,849	630,297	8%	Higher state appropriations received in FY24
State PPT Reimbursement	89,057	75,938	13,119	17%	Higher PPT reimbursement in FY24
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	900,827	793,985	106,842	13%	Timing of recording of quarterly Foundation gifts
Investment Income	843,083	420,875	422,208	100%	Higher interest/dividends recognized in FY24 than in FY23
Other Sources	516,116	580,133	(64,017)	-11%	Primarily due to Marine Center revenue being recognized as workshop revenue in FY24 (activity recognized with tuition and fees)
<b>Total Revenue</b>	<b>46,303,335</b>	<b>42,069,477</b>	<b>4,233,859</b>	<b>10%</b>	
<b><u>Expenses</u></b>					
Salaries and Wages	18,569,218	17,894,847	674,371	4%	Consistent with prior year; professional salary expenses are higher in FY24 and partially offset by lower adjunct expenses due to EduStaff transition
Benefits	8,330,203	7,736,256	593,947	8%	Primarily due to higher health benefit expenses impacting FY24 and higher MPERS expenses in FY24
Purchased Services	3,043,349	2,208,968	834,381	38%	Primarily due to transition of adjunct and supplement staff to EduStaff; also impacted by higher legal fees and advertising expenses in FY24
Supplies & Materials	2,510,686	2,215,977	294,709	13%	Primarily due to higher class related fees in FY24; partially offset by timing of fuel expenses in FY24
Internal Services	84,869	35,503	49,366	139%	Timing of internal events/charges
Other Expenses	1,181,023	1,025,907	155,116	15%	Primarily due to higher recruiting/promotion expenses, financial charges, and Native Tuition waivers in FY24
Institutional Expenses	1,563,305	1,575,571	(12,266)	-1%	Consistent with prior year
Maintenance & Renovation	1,519,405	1,369,254	150,151	11%	Primarily due to higher equipment maintenance expenses in FY24
Professional Development	530,547	458,894	71,653	16%	Higher professional development expenses in FY24
Capital Outlay	115,517	194,810	(79,293)	-41%	Timing of COAT purchases
<b>Total Expenses</b>	<b>37,448,122</b>	<b>34,715,987</b>	<b>2,732,135</b>	<b>8%</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>37,789,794</b>	<b>35,068,720</b>	<b>2,721,074</b>	<b>8%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 8,513,541</b>	<b>\$ 7,000,757</b>	<b>\$ 1,512,785</b>	<b>22%</b>	





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

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

	YTD 4/30/2024	YTD 3/31/2024	April 24 Activity	March 24 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 21,404,399	\$ 19,086,863	\$ 2,317,536	\$ 1,962,019	Primarily due to tuition being allocated for 4.5 weeks in April vs 4 weeks in March. Additionally, flight fee revenue and workshop revenue were higher in April.
Property Taxes	13,769,707	13,247,197	522,510	1,927,890	Timing of tax collections received
<b>Total Local Sources</b>	<b>35,174,106</b>	<b>32,334,060</b>	<b>2,840,046</b>	<b>3,889,909</b>	
State Sources	8,780,146	7,596,779	1,183,367	1,183,367	Consistent with prior month
State PPT Reimbursement	89,057	89,057	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	900,827	900,827	-	293,459	Timing of Foundation quarterly contributions
Investment Income	843,083	779,517	63,566	174,929	Higher investment activity income in March than in April
Other Sources	516,116	399,266	116,850	32,376	Bank of America annual rebate received in April
<b>Total Revenue</b>	<b>46,303,335</b>	<b>42,099,506</b>	<b>4,203,829</b>	<b>5,574,040</b>	
<b>Expenses</b>					
Salaries and Wages	18,569,218	16,513,683	2,055,535	1,851,850	Consistent with prior month
Benefits	8,330,203	7,454,944	875,259	798,890	Consistent with prior month
Purchased Services	3,043,349	2,877,518	165,831	393,665	Primarily due to lower purchased service expenses in April
Supplies & Materials	2,510,686	2,093,966	416,720	264,773	Higher class fee related expenses in April (primarily due to timing of expenses for international trips)
Internal Services	84,869	78,444	6,425	(761)	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	1,181,023	1,046,150	134,873	116,812	Consistent with prior month
Institutional Expenses	1,563,305	1,421,524	141,781	140,554	Consistent with prior month
Maintenance & Renovation	1,519,405	1,335,276	184,129	141,270	Primarily due to higher software maintenance expenses in April
Professional Development	530,547	492,698	37,849	55,641	Lower professional development fees in April than in March
Capital Outlay	115,517	108,735	6,782	-	-\$6,782 Cooke Sheet Metal (ceramics kiln exhaust)
<b>Total Expenses</b>	<b>37,448,122</b>	<b>33,422,938</b>	<b>4,025,184</b>	<b>3,762,694</b>	
<b>Transfers</b>	<b>341,672</b>	<b>341,672</b>	<b>-</b>	<b>61,720</b>	Aviation flight hour transfers, departmental transfers, and indirect grant revenue transfers for FY24
<b>Total Expenses &amp; Transfers</b>	<b>37,789,794</b>	<b>33,764,610</b>	<b>4,025,184</b>	<b>3,824,414</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 8,513,541</b>	<b>\$ 8,334,896</b>	<b>\$ 178,645</b>	<b>\$ 1,749,626</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2024**  
**As of 5/10/2024**

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

	<b>FY23 Actual</b>	<b>FY 24 Budget</b>	<b>YTD 5/10/2024</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	\$ 21,640,137	\$ 23,747,556	1,535,459	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>35,409,844</b>	<b>37,517,263</b>	<b>1,404,375</b>	
State Sources	14,609,228	10,696,033	8,194,510	11,043,837	347,804	Currently trending above budget due to higher than expected MPSERS offset receipts
State Property Tax Reimbursement	185,235	130,000	89,057	156,477	26,477	In line with budget
Federal Sources	9,200	-	-	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Private Sources	1,333,617	1,175,242	900,827	1,200,242	25,000	In line with budget
Dividend and Interest Income	544,035	320,000	845,998	945,998	625,998	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	535,979	646,843	151,843	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>45,976,215</b>	<b>51,510,660</b>	<b>2,581,497</b>	
<b>Expenses</b>						
Salaries and Wages	23,517,092	25,137,688	19,512,699	24,290,576	(847,112)	Currently trending below budget due to shift to EduStaff for suppl + adjuncts, and open positions
Benefits	13,441,442	10,286,740	8,746,973	10,734,644	447,904	Currently trending above budget due to increasing health benefit expenses
Purchased Services	3,073,784	2,895,004	3,167,765	4,093,986	1,198,982	Trending above budget due to impacts of EduStaff transition
Supplies & Materials	2,861,325	3,107,437	2,549,757	3,291,518	184,081	Trending above budget primarily due to extra expenses relating to international trips
Internal Services	82,699	110,273	104,877	125,622	15,349	In line with budget
Other Expenses	1,238,042	1,603,453	1,067,903	1,685,549	82,096	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	1,583,262	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	1,536,884	2,056,168	111,771	Maintenance of equipment trending above budget
Professional Development	593,380	600,659	533,708	715,071	114,412	Increased activity in PD events and travel
Capital Outlay	842,128	98,000	115,517	115,517	17,517	
<b>Total Expenses</b>	<b>49,134,237</b>	<b>47,484,163</b>	<b>38,919,344</b>	<b>49,082,405</b>	<b>1,598,242</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>39,261,016</b>	<b>51,480,888</b>	<b>2,551,725</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 232,895</b>	<b>\$ -</b>	<b>\$ 6,715,199</b>	<b>\$ 29,773</b>	<b>\$ 29,773</b>	



Northwestern  
Michigan  
College

## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 5-10-24

**Subject:** April 2024 Monthly Report

NMC saw YOY growth in all media categories in April. Overall paid digital campaigns were up MOM. This is due to strong performance by our adult, GLCI and GLWSI campaigns and updates to improve performance in traditional learner campaigns. 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 across all categories (for the 7th straight month) with top stories including Benzie annexation, GMLA cadet scholarship and open ship. Owned media’s NMC Now e-newsletter highlighted Steve Drake’s career, the first BSN graduate and new affordability initiatives for community college month. Work continues to transition Nexus magazine into a new community engagement piece 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. This month’s highest performing posts include Steve Drake’s retirement, block party, nursing ADN/BSN and Bob Buttleman’s passing. Finally, we had good participation in the discovery phase of the brand assessment and strategy project. This included two days of more than 60 in-person stakeholder interviews, high school guidance counselor interviews and 15,000+ surveys to applicants, current students, alumni, faculty, staff, donors, community members and business partners. NMC Public Relations, Marketing and Communication key performance indicators for April 2024 include:

### ***Paid Media*** - ↑

- Applications: 126
- Accounts: 139

### ***Earned Media*** - ↑

- Media mentions: 205
- Positive/neutral sentiment: 100%
- Publicity value: \$1.5m

### ***Owned Media*** ↑

- NMC Now: 915 readers, 46% open rate

### ***Shared Media*** ↑

- Facebook followers: +9% YOY
- Facebook engagement: -73% YOY
- Instagram followers: +11% YOY
- Instagram engagement: -30% YOY



**MEMO: Resource Development**

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

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

**Date:** May 13, 2024

**Subj:** Foundation Update

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**Fund Raising – a report on FY24 goals**

As of April 30, 2024, the fiscal year is 83% completed and 82% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 3,347 gifts and pledges recorded.

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

\$1,870,294	Total cash gifts and pledges received to date (including The Fund for NMC)
\$944,000	New documentation of planned gift intentions
<u>+ \$233,738</u>	Gross event revenue
<b>\$3,048,032</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 - \$310,479
- Scholarships, both restricted and endowed funds - \$2,432,150
- Program support and capital projects at NMC - \$738,665

**Foundation Initiatives**

- After 3 years as a “to-go” event, **Taste of Success** returned to an in-person format, with unequivocal success! Over 380 tickets were sold, raising over \$160,000 gross revenue for the Great Lakes Culinary Institute. This is the most ever raised through Taste, and included 42 gifts made during the “By the Glass” fundraiser, a significant increase in participation over previous years. GLCI students and faculty created an impeccable menu, and the volunteer committee excelled, gathering sponsorships and promoting the event.
- **224 graduates** walked in 3 Commencement ceremonies on May 4, with the Alumni Engagement program delivering swag bags to each of them including an NMC alumni t-shirt, a pine tree seedling and other items.
- Foundation staff met recently with Aviation and college administrators to review the schematics and timeline for **fundraising efforts to support the Aviation** expansion. One goal is to secure over \$250,000 in support prior to the groundbreaking for the hangar.

Northwestern Michigan College  
Board of Trustees  
**Audit Committee Minutes**  
April 30, 2024  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:00 p.m.

Members Present: Kennard Weaver, Andy Robitshek, Bill Marsh

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski

Remote Attendees: Vicki VanDenBerg, Katie Thornton, Alyssa Larner, Lindsey Lipke

### **Annual Audit Planning**

Vicki VanDenBerg, of Plante Moran, announced she is retiring on June 30, 2024, and therefore will be phasing out of the audit team at that time. Katie Thornton and Alyssa Larner will join the audit and tax team.

NMC auditors Katie Thornton and Alyssa Larner from Plante & Moran, PLLC, reviewed the annual planning process for the audit of the financial statements of Northwestern Michigan College for the year ended June 30, 2024. Thornton reviewed the auditor responsibilities under generally accepted auditing standards and the planned scope and timing of the upcoming audit, also seeking input into the FY24 audit approach. Timing of audit work will ensure that financial statements will be issued and presented to the Board at the October 2024 meeting.

### **Future Meeting Dates of Committee**

The following dates have tentatively been scheduled for the committee to meet throughout the process:

- Tuesday, August 27 (2:00 pm)
- Wednesday, September 25 (2:00 pm)
- Wednesday, October 16 (2:00 pm)

**Other Discussion**—There was discussion regarding the impact of GASB rule changes and a request to report to the Board of Trustees on the most recent cybersecurity audit.

Discussion regarding impact of GASB rule changes

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

Andy Robitshek made a motion to adjourn, seconded by Bill Marsh, and the meeting was adjourned at 2:25 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**  
May 8, 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 1:30 p.m.

Members Present: Ken Warner, Kennard Weaver, Chris Bott

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Jason Slade, Josh Monroe

### **Freshwater Research Innovation Center**

Vice President of Strategic Initiatives Jason Slade provided an update on the development of the Freshwater Research and Innovation Center (FRIC). Development of Articles of Incorporation between NMC and Discovery Center and Pier (DCP) forming the Freshwater Center nonprofit corporation are complete, with formal approval forthcoming. There was discussion regarding key points of the Articles of Incorporation; including that NMC and DCP have reserved powers over the budget, reserves, surpluses, building leases, debt, merger, and other areas that could impact from a financial standpoint. Regarding development of programming, Slade encouraged that the FRIC Board of Directors would play a critical role in that development.

### **Campus Master Plan**

President Nissley shared an outline for the May 22 Board Study Session, which will include two topics: Campus Master Plan and Freshwater Research and Innovation Center. Regarding the facilities master plan, the study session discussion will focus on the estimated budgets and implementation timeline. While the plan is intentionally audacious, it is anticipated that the comprehensive budget estimates will be significant. It was noted that the plan is not a commitment to complete all proposed projects, but is an exploration of possibilities. The college will continue to listen to stakeholders and seek input when assessing priorities and opportunities. Vice President of Finance and Administration Troy Kierczynski sought input on future project submissions for Capital Outlay funding from the State of Michigan.

### **Mayfield Property Update**

Kierczynski followed up on a discrepancy regarding a title for a property in Mayfield Township and potential next steps.

### **Property Lease Procedures**

President Nissley addressed inquiries and statements regarding whether the Board of Trustees should approve lease agreements. Current Board policies do not require full Board approval of leases. Kennard Weaver made a motion, seconded by Ken Warner, that the Policy Committee consider adding lease agreements to Policy A-106.00 Items for Specific Board Approval. The motion carried, with Bott opposed. When the Policy Committee does review this topic it was recommended that a statement and/or list of current leases be provided to committee members.

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

**Other Discussion**—The next committee meeting date was confirmed before trustees were invited to tour campus facilities; it was determined to walk through the Eastern Avenue property.

The meeting was adjourned at 2:53 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Executive Committee Minutes**  
May 9, 2024  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 3:33 p.m.

Members Present: Laura Oblinger, Kennard Weaver, Chris Bott

Others Present: Nick Nissley, Lynne Moritz

**President's Update**

President Nissley provided updates on the FY25 budget, Benzie annexation, and the apartments recently acquired by the college. Nissley informed the committee that an action item for the May agenda will seek blanket spending authorization for interior unit renovations for the recently acquired Front St. Flats apartments.

**Upcoming Board Agendas**

The May 22 Study session agenda was reviewed with regard to the goal(s) of each topic for discussion. The regular meeting agenda for May 20 was also discussed, with no suggested edits, additions, or deletions.

**Other Discussion**—The committee requested an upcoming discussion regarding cybersecurity, after a report is first discussed with the Board of Trustees Audit Committee.

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

The meeting was adjourned at 4:26 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:** Dr. Nick Nissley, President

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

**Date:** May 6, 2024

**Subject:** Calendar Year 2024 Truth-in-Taxation Resolution

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Attached is the recommended resolution for the Board to adopt at its regularly scheduled meeting on May 20, 2024. It is an annual requirement for the Board to set a time to have a Truth-in-Taxation Hearing in which we inform the public of property values and the resulting revenue. The resolution establishes the June 24, 2024 regular Board of Trustees meeting as the time of the Truth-in-Taxation Hearing, as well as the Budget Hearing. Upon completing the public hearing, the Board may then take action to certify taxes for the 2024-2025 fiscal year. As in the past, we will recommend that the full tax levy be issued, and will justify the need to receive the funds as a necessary means of balancing the budget.

If you have any questions, please contact me at your convenience.

**TRUTH-IN-TAXATION  
FIRST RESOLUTION**

Northwestern Michigan College, Michigan (the “College”).

A regular meeting of the Board of Trustees (the “Board”) of the College was held at the Timothy J. Nelson Innovation Center on the 20th day of May 2024, at 5:30 in the evening.

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 may not adopt its proposed 2024-2025 budget until after a public hearing has been concluded; and

WHEREAS, a copy of the proposed 2024-2025 budget including the proposed property tax millage rate will be available for public inspection during normal business hours at the office of the Vice President of Finance and Administration, Northwestern Michigan College, Traverse City, Michigan; and

NOW THEREFORE, BE IT RESOLVED THAT on June 24, 2024 at 5:30 p.m. at the Timothy J. Nelson Innovation Center of Northwestern Michigan College, Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college’s proposed 2024-2025 budget and the property tax millage rate proposed to be levied to support the proposed 2024-2025 budget.

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

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

Resolution declared adopted.

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

**TRUTH-IN-TAXATION  
FIRST RESOLUTION**

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 May 20, 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).

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Secretary, Board of Trustees  
Chris M. Bott



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**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
**Date:** March 25, 2024  
**Subject:** Digital LED Signage replacement

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### **Board Authorization Requested**

Authorize the administration to enter into a contract with Midwest Sign Company for the replacement of the Digital LED signage at the Denmos Museum, Great Lakes Campus, and University Center Campus at a cost of \$83,820.

### **Background**

NMC maintains the three outdoor digital LED signs listed above, which have exceeded their useful lives. The signs at the Denmos Museum and Great Lakes campus were provided by one manufacturer and supported by Signplicity. The sign at the University Center is from a different manufacturer and is supported by Image360. We have encountered many support challenges over the years, and having two different sign management systems and vendors complicates it further.

We are unable to replace parts for the Denmos Museum sign due to its age, and parts availability for the Great Lakes and UC campus signs are mostly depleted. Technology enhancements in the LED sign field have significantly increased since the original installation of the current systems. The proposed new sign systems will be managed from a cloud system utilizing cellular connections to each sign. Content control for all signs can be handled by a single person or department if desired.

### **Procurement Process**

This is a sole-source purchase. Midwest Sign Company is recommended for the replacement project as well as the ongoing service and maintenance of these signs. Qualified and responsive technical resources for this system are not available in our local region. Midwest Sign Company has many clients covering the entire state of Michigan, as well as the entire Midwest.

### **Funding Source**

This purchase will be funded by the Plant Fund reserves.

**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, VP for Student Services and Technologies  
 Troy Kierczynski, VP for Finance and Administration  
**Date:** May 16, 2024  
**Subject:** 2024-25 Housing and Meal Plan Rates



### ***Board Authorization***

Board authorization is requested for housing and meal plan rates for FY25. Recommendations:

- We propose a 3% increase to East Hall and North Hall room rates. The change amounts to \$100 per semester, or \$200 annually per resident hall student.
- We propose a 3% increase to Apartment rates for the complexes at 1880, 1882, and 1884 College Dr. This change amounts to \$25 per month, or \$100 per semester per unit.
- We propose setting the rates for the recently acquired Front St. apartments at \$1,100 per month for 2-BR units and \$975 for 1-BR units. These rates should be higher than the 1880, 1882, and 1884 apartments because the Front St. units are newly renovated.
- We propose a 4% increase to meal plan option 1, a 3% increase to meal plan option 2, and a 3% increase to meal plan option 3. These changes amount to \$50 per semester, or \$100 annually per student.

### ***Residence Hall Room Rates — Proposed***

Following are the recommended annual housing rates for FY25:

<b>East Hall Room Rates <i>Academic Year</i></b>	<b>FY23 Rates</b>	<b>FY24 Rates</b>	<b>FY25 Rates</b>	<b>% Change</b>
Double Room Rate	\$5,350	\$5,750	\$5,950	3%
Single Room Rate*	\$5,800	\$6,200	\$6,400	3%

<b>North Hall Room Rates <i>Academic Year</i></b>	<b>FY 23 Rates</b>	<b>FY 24 Rates</b>	<b>FY 25 Rates</b>	<b>% Change</b>
Double Room Rate*	\$5,600	\$6,000	\$6,200	3%
Single Room Rate	\$6,400	\$6,800	\$7,000	3%

\*limited availability

Based on our review, the proposed FY25 housing rates would help align NMC's rates with those at other institutions across the state. The proposed rates support NMC Housing's operating model ensuring revenues meet operational costs. NMC is now providing free laundry for its residence halls and apartments tenants, with brand new machines installed May 2024.

### ***1880, 1882, and 1884 Apartment Rates — Proposed***

Following are the recommended Apartment rates for FY25:

<b>Apartment Rates – <i>Monthly Per Unit</i></b>	<b>FY23 Rates</b>	<b>FY24 Rates</b>	<b>FY25 Rates</b>	<b>% Change</b>
2 Bedroom (semester lease)	\$900	\$925	\$950	3%
1 Bedroom (semester lease)	\$775	\$800	\$825	3%

***Front Street Apartment Rates — Proposed***

Following are the recommended Apartment rates for FY25:

<b>Apartment Rates – Monthly Per Unit</b>	<b>FY25 Rates</b>
2 Bedroom (semester lease) renovated units	\$1,100
1 Bedroom (semester lease) renovated units	\$975

***Meal Plans Background***

The NMC residence hall housing contract stipulates that all East hall residence students must choose a meal plan. Meal plan balances can be transferred from Fall to Spring, however, any balances left at the end of the Spring semester are not refunded. In addition, there are no meal plan refunds after the start of classes.

***Meal Plan Rates — Proposed***

Following are the recommended Meal Plan rates for FY25:

<b>Meal Plan Rates – Academic Year</b>	<b>FY23 Rates</b>	<b>FY24 Rates</b>	<b>FY25 Rates</b>	<b>% Change</b>
Meal Plan - Option 1	\$3,400	\$3,600	\$3,700	3%
Meal Plan - Option 2	\$2,800	\$3,000	\$3,100	3%
Meal Plan - Option 3	\$2,400	\$2,600	\$2,700	4%



Northwestern  
Michigan  
College

**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:** April 12, 2024  
**Subject:** Scholars Hall VAV Reconfiguration

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This document provides an overview and recommendation for adding a temperature control zone for the 2nd-floor theater in Scholars Hall.

**Recommendation**

Authorize the administration to enter into a contract with Temperature Control, Inc. for \$43,750 to complete the work described below.

**Background/Scope of Work**

The large lecture hall and the 2nd-floor theater above it are currently set up to run off of the same air handler, controlled by one thermostat located on the basement level of the lecture hall. This presents several problems with room comfort for both rooms, as well as efficiency losses as the larger space (with less frequent use) cannot be set to unoccupied mode without shutting off conditioned air to the other space.

This scope of work will include adding two variable-air-volume (VAV) boxes with reheat coils; a variable frequency drive (VFD) for the air handler; digital controls upgrades from the existing pneumatic system; piping and insulation; and all duct work as required.

**Bid Analysis**

Bids were solicited on March 11<sup>th</sup>, 2024 from three interested companies. Bidding closed on April 10<sup>th</sup>, 2024. All three companies walked the project, but only one submitted a bid.

<b>Company</b>	<b>Location</b>	<b>Amount</b>
Temperature Control, Inc.	Traverse City, MI	\$43,750
John E. Green Company	Petoskey, MI	--no bid--
Sheren Plumbing, Heating, and Cooling	Traverse City, MI	--no bid--

**Source of Funds**

The source of funds for this will be Plant Fund.



Northwestern  
Michigan  
College

**MEMO**  
*Office of the  
President*

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**To:** Board of Trustees  
**From:** Nick Nissley, Ed.D., President  
**Date:** May 15, 2024  
**Subject:** Byrum Fisk Educational Communications Services

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**Board Authorization Requested**

Recommend authorization for administration to enter into a contract with Byrum Fisk Advocacy Communications to provide educational communications services. Communications services fees are not to exceed \$60,250 and will be funded by the Strategic Fund. Our initial work with Byrum Fisk will determine our budget for communication materials, e.g., radio, television, print.

**Background**

Recommended by multiple partners of the college, Byrum Fisk is a full-service strategic communications firm. Byrum Fisk will partner with the college to plan and implement education communications related to the annexation proposition that will go before Benzie County voters on November 5, 2024. Byrum Fisk's services shall not at any time include express advocacy that would violate Section 57 of the Michigan Campaign Finance Act, 1976 PA 388, MCL 169.201 et seq.

**Funding Source**

This expense will be funded by the Strategic Fund.





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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
**Date:** May 20, 2024  
**Subject:** Extended Detection and Response IT Security Platform

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**Board Authorization Requested**

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.

**Background**

The College maintains a significant investment in our technology infrastructure system. This infrastructure is of critical importance to maintain the instructional aspect of the College's mission as well as the business operation of the College. The requirement to protect the information within these systems continues to increase in complexity and criticality at an ever-increasing pace. The College is continually evaluating new risks and coming trends to protect the information of all students and employees, both present and past.

It has become increasingly necessary to strengthen the protection of all NMC computers and servers with more advanced Endpoint Detection software. This system integrates the power of our network and firewalls, endpoint computers, and servers with continuous real-time monitoring and analytics to stop the ever-increasing sophisticated attacks, most notably ransomware, that are being carried out today.

**Procurement Process**

The software that we will purchase will be added to the capabilities of our current firewall system from Palo Alto Networks. As such, our only means to purchase this is through our Palo Alto vendor. The vendor we purchased from is Frontier Computer, a Traverse City firm. This purchase was completed in 2021. We have worked with this partner on many projects over the last several years and have a strong reputation and history with NMC.

**Funding Source**

This purchase will be funded by E&G Funds.



**MEMO**  
Systems & LAN Management

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
**Date:** May 20, 2024  
**Subject:** Audio Technology and VCA Computer Replacement

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Board Authorization Requested

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.

Background

The computers in this lab have previously been cascaded computers from the primary VCA lab. Reorganizing the use of computers and labs has combined the use of this room to include the Audio Technology program. The computers that are in that room are not sufficient to meet the needs of both programs.

Funding Source

This purchase will be funded by the Technology Plant fund.



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

**From:** Alex Bloye, Director of Aviation  
Stephen N. Siciliano, Ph.D., Vice President for Educational Services  
Troy Kierczynski, VP of Finance & Administration

**Date:** May 14, 2024

**Subject:** New Aircraft Purchase Agreement

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### **Recommendation**

Authorize 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.

### **Background and Justification**

At the February 2024 regular board meeting, the Board authorized the Aviation Division to purchase 2 new Lycoming engines for the Piper Aztec multi-engine trainer. Historically engines have been delivered 2-3 months after the date of order. However, due to historic demand for more common engines and the manufacturer's labor shortage, they recently informed us the engines will take up to 22 months to deliver. We've seen this trend with various components of the Piper Aztec, a plane that is no longer being produced. As a result, NMC Aviation maintenance staff spend a great deal of time and effort maintaining the aging Aztec fleet.

The Piper Seminole is the most commonly used multi engine trainer in the United States. It utilizes the same engines and avionics as the Cessna Skyhawk, making parts mass produced and readily available. New Piper Seminoles come with a full 2-year warranty, as well as parts direct and on-demand from the factory. This will greatly reduce aircraft downtime, and support utilization and availability.

The Aviation Division plans on phasing in a second Piper Seminole at the end of the first 2-year warranty period as part of the Aviation growth plan. The new Piper will generate return immediately, as student demand for flight time remains at an all-time high. We recommend a new aircraft (vs. used) since market pricing for used is similar and does not come with a warranty.

This purchase requires a contract with an up-front, non-refundable deposit of \$55,000 to secure our position in line. The Seminole will be manufactured in Vero Beach, Florida. The vendor is deemed "sole source".

### **Funding Source**

Purchase will be funded from the \$550,00 earmarked for NMC Aviation by the 2024 Federal appropriations bills, the sale of the Piper Aztecs, future bond proceeds related to the Aviation hangar/plane expansion, and/or the Aviation Capital Reserve Account which holds a balance of \$1,071,206.



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## Memorandum

### *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:** May 14, 2024

**Subject:** Front St. Flats Renovations Request

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This document provides an overview and recommendation for a blanket spending authorization to update paint, floors, bathrooms, and kitchens/appliances in 9 of the 25 units within the newly acquired Front St. Flats property located at 1550 and 1560 E. Front St.

#### **Recommendation**

Authorize 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. The amount requested represents an allowance of approximately \$32,500 per unrenovated unit, plus an additional \$25,000 to address miscellaneous flooring, cabinet, tub, and appliance needs in several partially renovated units. These costs were anticipated and included in the financial acquisition model.

#### **Background and Scope of Work**

NMC acquired multi-family housing property from East Bay Park, LLC (“EBP”) in April 2024 to expand our student housing inventory and address student demand. The Front St. Flats property features two 12-unit complexes, including twenty-two (22) 2-BR units and two (2) 1-BR units, along with a detached 1-BR cabin, a garage, storage shed, and carports. At the time of acquisition, 16 of the 25 units were fully or partially upgraded. NMC aims to fully remodel the 9 remaining units this Summer and Fall as units become available, prioritizing these upgrades over ‘immediate’ rental income. We believe these upgrades are necessary to provide a better living experience for our students, and to make the property more financially viable in the long-term. We also believe this strategy of completing all unit renovations in a block time frame (vs. unit-by-unit over several years) will reduce financial and administrative burden for this project. The scope of work for this spending request is limited to **renovations of the interior units**, noting that the interior common areas were recently renovated in both complexes by previous ownership. Other exterior work and deferred maintenance needs are not deemed critical at this time. And while implementing NMC’s IT system infrastructure (fiber, wi-fi, door access controls, security cameras, etc.) is also a high priority, those needs are being addressed through our normal purchasing process.

[continued on next page]

**Bid Analysis**

A formal bid process has not been conducted. Our current tenants have staggered lease end dates ranging from June through December 2024. This creates a timing challenge of securing a single contractor to perform all the work. We are requesting administrative flexibility for this project to minimize lost revenue from empty units, as it may be necessary for NMC to engage multiple contractors and/or perform some of the work internally. Administration will obtain competitive quotes, and on a case-by-case basis weigh contractor availability vs. cost.

**Funding Source**

The funding sources for this project is Auxiliary (apartments and housing) reserves.



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**MEMO**  
**Student Services & Technologies**

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, VP for Student Services & Technologies  
**Date:** May 14, 2024  
**Subject:** Two Percent Grant Proposal

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This is a request for Board of Trustees support of the biannual Grand Traverse Band 2% Grant application.

This grant proposal outlines continued support for Native American students as part of our strategic plan and overall initiatives to improve student persistence and completion. The Student Success & Retention department leads this effort in collaboration with Admissions. This grant proposal provides for continued support of our Native American Student Organization, the annual Graduation Celebration Pow Wow, targeted admissions recruitment, and success coaching for our Native students. Our goals, in alignment with Strategies two and three of the NMC Strategic plan, are to:

- Develop and deliver comprehensive support services, robust engagement opportunities and a vibrant collegiate experience to foster learner success, goal completion, and employability.
- Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.

Thank you for your consideration.

**Tribal Council Allocation of 2% Funds  
Application Form**


**PLEASE NOTE:**

Under the terms of the consent decree, which settled Tribes v. Engler (Case No. 1:90-CV-611, U.S. Dist. Ct., West. Dist. Mich.), the Grand Traverse Band of Ottawa and Chippewa Indians, as defined in the stipulation, has agreed to pay 2% of its video gaming revenue to local units of government (i.e., local township, village, city, county board of commissioners, public school system).

**\*ONLY APPLICATIONS FROM LOCAL UNITS OF GOVERNMENT LOCATED WITHIN  
GTB'S 6-COUNTY SERVICE AREA WILL BE CONSIDERED FOR 2% FUNDING**

1. Allocation Cycle:      JUNE – New submission date, Postmarked by MAY 31st  
                                   \_\_\_ DECEMBER – New submission date, Postmarked by NOVEMBER 30th

2. Name of Applicant: Northwestern Michigan College  
 Address: 1701 E. Front Street, Traverse City, MI 49686  
 Phone #: 231-995-1671     Fax: Not applicable  
 Printed Name: Todd Neibauer

- **Authorized Signature:**   
 (Signature of local unit of government official; e.g., county/city official, township supervisor, village president, college president, school superintendent)

Title: Vice President, Student Services & Technologies

Email address: tniebauer@nmc.edu

Printed Name of contact person: Lindsey Dickinson, Director of Student Success & Retention

Telephone #: 231-995-1037     Fax: Not applicable

Email address: ldickinson@nmc.edu

3. Type of Applicant:           \_\_\_ Local Government                   \_\_\_ Local Court  
                                   \_\_\_ Township                       \_\_\_ County Commissioner           \_\_\_ Road Commission  
                                   \_\_\_ Public School District    X College                       \_\_\_ Charter School  
                                   \_\_\_ Public Library               \_\_\_ Sheriff/Police Department     \_\_\_ Fire Department  
                                   \_\_\_ 501c3 applying through local unit of government (name): \_\_\_\_\_





help navigate the college experience and develop college success skills, and social support to create a sense of belonging that honors students' culture through our Native American Student organization, as well as the annual Graduation Celebration Pow Wow.

As in the past, we hope to continue to provide services which enhance and expand the educational experiences and opportunities for Native American students and community members, in addition to building stronger working relationships with Tribal Education programs, youth services, and other tribal programs to support the community. We believe the need for these partnerships is critical to maintaining and improving enrollment rates, retention, and overall success of Native students in the region.

8. This question only pertains to Indian Education Programs of Public School Systems. If you are not an Indian Education Program of a Public School system, skip to question 9.

**(a) Program formula: (1) \$5,000, up to \$10,000 per school district + (\$1,000, up to \$1,500 x # of GTB member students) = allocation. The increase to the formula will be determined by the previous timely 2% report received, and the data provided within the report on the success of the school's Indian Education Program as a result of the 2% allocation.**

**Please note: 1) In completing this section, only provide the student numbers of currently enrolled GTB members; do not include the general Native American data of your school system; and 2) there will be a cap of \$100,000, up to \$125,000 per school, based on the school's GTB membership count and data provided within the 2% report received from the previous year.**

- (b) Recommendation from Parent Committee: \_\_\_ YES \_\_\_ NO  
**Please have the Parent Committee sign the attached Certification Form.**
- (c) Describe parent involvement in project: Not applicable
- (d) Does the school receive Title VII Indian Education Funds? \_\_\_ YES \_\_\_ NO  
 If yes, how much: \_\_\_\_\_

9. What are the start and completion dates of the proposed project?

Start: 6-30-2024 Completion: 6-30-2025

10. Has applicant received prior awards through the Tribe's 2% funding allocation?

YES  NO.

If yes, please list the start and end dates and amount:

1/31/2022 – 8/31/2022 and amounts: \$36,886

7/27/2021 – 8/31/2021 and amounts: \$ 9,093.16

1/31/2020 – 8/31/2020 and amounts: \$24,886

11. Is the proposed project new \_\_\_\_\_ or a continuation project  X \_\_\_\_\_?

If this is a continuation project, please explain why there is a need to continue funding:

Funding will allow continued support for Native American college and K-12 students and community members, through the implementation of programs that feature elements to increase cultural awareness and promote student interaction. The focus will be to create an academic environment that results in success for tribal community members. Keeping our community members informed and focused on educational opportunities is the key to both our community and individual tribal citizen's success.

12. If the previous project has been completed, did you submit your 2% report?  YES  NO.

**The 2% report must be submitted one year from the date you received your 2% award. If your report has not been submitted, your current application will not be considered! 2% Reports are mandatory for future grant considerations. Mail your 2% report to: Attn: 2% Reports; GTB, 2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682.**

13. Impact of Gaming on local program: (e.g., increase in student population, resulting from increase in Tribal employment or increase in emergency services to Casino patrons).

Native American families are staying in the area as a result of better jobs, education, and community ties. We foresee an increase in Native people at NMC to meet the needs of the trends in education, the job market and social programs in the region. We can assist Native students seeking career changes or career growth within tribal employment as well as non-tribal business. This is in response to more employment made available due to economic growth and development through Tribal governance and Tribal employment in the overall community growth.

14. How will the success of the project be assessed (evaluation plan)?

Native student application to enrollment, semester-to-semester retention, course success, graduation, and transfer rate data will be disaggregated and analyzed.

15. If new staff is required, will preference be given to Native American applicants?

YES  NO

16. Budget: Please attach a one-page itemization of the planned budget. Include explanation for each category of the budget.

**Northwestern Michigan College–Grand Traverse Band Tribal Council, 2% Allocation, Budget Justification**

**Native American Student Organization - Operating Budget**

Sense of belonging is key to student success. Funding would assist the Native American Student Organization (NASO) in providing presentations, workshops, and events focusing on community cultural enrichment and awareness for the Native American student population, community members, and guests. Based on input from this year’s NASO student leaders, and in collaboration with other Native students, students will design and implement programs with support staff to better inform others about Native issues, arts, community, and cultural aspects of our local Native American community. NASO will provide social support and interaction based on cultural identity, building on our program goals for greater academic success and retention. NASO will give Native students a voice within the student body on campus and elevate the issues, cultural importance, and sense of belonging while providing leadership experience for our students.

The following programming would be planned for the 2024-25 academic year:

- A. Learning how to, and the meaning of, bead-work on our clothing.
- B. Learning the meaning of various dances, and learning how to dance (for Pow Wows)
- C. Language workshops, so our students can learn their native tongue.
- D. Tribal elder breakfasts, so we can engage with our elders and learn from them.
- E. Guest speakers, who can speak specifically to their experiences so we may learn from them.

<i>NASO programming &amp; activities</i>	<i>\$2,500</i>
<i>Graduation Celebration Pow Wow</i>	<i>\$5,000</i>
	<i>\$7,500</i>

**Targeted student recruitment, enrollment, and academic support services – Operating Funds**

Our NMC Admissions and Student Services areas work collaboratively to recruit and retain students. These funds will help us increase targeted efforts to provide multiple visits to local high schools and community centers with specific outreach to Native students. NMC Admissions has a new team of recruiters assigned to area high schools in Grand Traverse County, the five county service area, and beyond. In addition, NMC will host “Quick Start” events aimed at assisting students with the enrollment and financial support process during after school and post-workday times to increase access for students and their families. Our student success coach will assist Native American students by working with them from their start at orientation to completion of

their educational goal. Specifically, the coach will be responsible for following up with students after they complete their new student orientation, contacts during the semester to check-in, help with student goal-setting, and connection to academic and other support services and activities.

<b><i>Student success coaching, recruiting</i></b>	<b><i>\$43,680</i></b>
<b><i>(\$21/hr. x 40 hrs./week x 52 weeks)</i></b>	
<b><i>(Fringe, based on 34%)</i></b>	<b><u><i>\$14,851</i></u></b>
	<b><i>\$58,531</i></b>

**Northwestern Michigan College (In-kind contributions):** Office space, meeting rooms for student group functions and appointments, general building use for events, mailing, office equipment and supplies, administrative support for Native American Student Organization, success coaching, and recruitment.

Notes:

Space costs & building use	\$10,340	NMC in-kind:	\$36,273
Administration and staff	<u>\$25,933</u>	GTB 2% Request:	<u>\$58,531</u>
	\$36,273	Total program:	\$94,804

**IMPORTANT!! BEFORE YOU MAIL YOUR 2% APPLICATION, PLEASE REMEMBER TO:**

- 1) Execute authorized signature on first page, question #2.
- 2) Attach 1-page budget
- 3) Attach Parent Committee Certification Form if application is from an Indian Education/Title VII Program.
- 4) Submit by appropriate deadline: If for June cycle, postmarked by May 31st. If for December cycle, postmarked by November 30th.

**Mail completed 2% applications to:**

**Attention: 2% Program**

**Grand Traverse Band of Ottawa and Chippewa Indians**

**2605 N.W. Bay Shore Drive**

**Peshawbestown, MI 49682**

**If you have any questions, please call 231-534-7601**