



Northwestern
Michigan
College

Board of Trustees

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

Meeting Agenda

Monday, June 26, 2023

at Timothy J. Nelson Innovation Center
Room 106/107
1701 E. Front Street

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements
- E. Budget Hearing—including the proposed property tax millage rate
Recommend that the regular meeting be closed and the budget hearing opened
(Roll Call Vote)
 - 1. FY24 Budget Review—*Troy Kierczynski, Vice President of Finance and Administration*
 - 2. Public Comment
 - 3. Adjournment
Recommend that the budget hearing be closed and the regular meeting be reconvened.
(Roll Call Vote)

II. STRATEGIC FOCUS

- F. Community Partnerships and Engagement—*Jason Slade, Vice President of Strategic Initiatives*

III. REPORTS AND PRESENTATIONS

- G. Program Focus: Office of Possibilities—*Will Kitchen, Co-Director, and Jason Slade, Vice President of Strategic Initiatives*
- H. Faculty Report: Anxiety and Depression Among Our Students—*Nancy Parshall, Communications Instructor*
- I. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*



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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

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

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

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

Recommend that the following items be approved:

- L. Minutes of the May 22, 2023, regular meeting
- M. Minutes of the June 13, 2023, special study session and closed session
- 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—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- Q. Executive Committee Minutes—*Laura Oblinger, Chair*
- R. Audit Committee Minutes—*Kennard Weaver, Committee Chair*
- S. Building & Site Committee Minutes—*Ken Warner, Committee Chair*

VII. ACTION ITEMS

- T. **Certification of Taxes** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of resolutions to authorize the millage rate of 2.06 mills be levied for operation purposes for the FY24.
- U. **Adoption of Budgets** (Pursuant to Policy A-106.00 finance)
Recommend adoption of budget resolutions and budgets based on the following tuition and fee rates for the FY24 as presented.
- V. **Blanket Purchase Orders** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to create blanket purchase orders for each vendor identified on presented spreadsheet.



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- W. **Parking Lot Repair** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Quality Sealcoating, Inc. in the amount of \$83,229 to complete the work described in the scope of this project.
- X. **Snow Removal Contract** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Quality Seal Coating for snow removal for the FY24, FY25, & FY26 school years. The not to exceed amount for each of the three years is \$175,000.
- Y. **Closed Session** (Pursuant to B-102.00 Monitoring Presidential Performance)
Recommend that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8(a) of the Open Meetings Act, MCL 15.268) the mid-year evaluation of the president, per his request for a closed session. **(Roll Call Vote)**
- Z. **Reconvene Regular Session** (Pursuant to Policy A-106.00 Other)
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. **(Roll Call Vote)**

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

- July 24, 2023—Parsons-Stulen, Aero Park Campus, Room 222/224
- August 28, 2023—NMC Hagerty Center, Great Lakes Campus, Room C
- September 25, 2023—Timothy J. Nelson Innovation Center, Room 106/107
- October 23, 2023—Timothy J. Nelson Innovation Center, Room 106/107
- November 20, 2023—Timothy J. Nelson Innovation Center, Room 106/107 (3rd Monday)
- December 11, 2023—Timothy J. Nelson Innovation Center, Room 106/107 (2nd Monday)
- January 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107
- February 26, 2024—Timothy J. Nelson Innovation Center, Room 106/107
- March 18, 2024—NMC Hagerty Center, Great Lakes Campus, Room C (3rd Monday)
- April 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107
- May 20, 2024—Timothy J. Nelson Innovation Center, Room 106/107 (3rd Monday)
- June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107



Northwestern
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MEMO
Administrative Services

To: Denise, Record-Eagle Legal Notices (FAX 946-8273)(phone 946-2000)
legals@record-eagle.com

From: Cathy Brown

Date: 6/12/2023

Subject: Notice of Public Hearing

On Saturday, June 17, 2023—Please publish the attached Notice of Public Hearing. The notice includes the following statement that is required to be in 11-point boldfaced type:

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

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

Thank you.

Attachment

NOTICE OF A PUBLIC HEARING ON PROPOSED 2023-2024 BUDGET

PLEASE TAKE NOTICE that on June 26, 2023, at 5:30 p.m. at the Timothy J Nelson Innovation Center at Northwestern Michigan College's main campus in Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college's proposed 2023-2024 budget.

The Board may not adopt its proposed 2023-2024 budget until after the public hearing. A copy of the proposed 2023-2024 budget including the proposed property tax millage rate is available for public inspection at:

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

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

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

Andrew K. Robitshek, Secretary

Northwestern Michigan College



NMC

**Proposed
2023-2024 Budget**



Northwestern
Michigan
College

Memorandum

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: June 20, 2023
Subject: Board of Trustees Budget Material

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

- Budget Process Summary
- Resource Guidelines
- Financial Reserves as of June 30, 2022
- Tax Levy Authorization Resolution
- FY24 General Appropriation Resolution
 - Exhibit 1 – Proposed General Fund Budget
 - Exhibit 2 – Other Transfers Out (In)
 - Exhibit 3 – Plant Fund
 - Exhibit 4 – Combined Budgets—General & Auxiliary Funds
- Auxiliary Funds Budget Summary

Copies will be provided for each Trustee. Thank you.

NMC Budgeting Process 2023/2024 Fiscal Year Planning

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

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

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

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

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

**Northwestern Michigan College
BOARD OF TRUSTEES
2023-2024 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 full-time and part-time composition of 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 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 (MPSERS)
- 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. The College will target three-and-a-half percent of annual operating expenses for this reserve.

C – Equipment, Building Maintenance and Construction

Two to five percent of the appraised replacement value (new) of the College's physical assets, including all campus buildings and any built-in fixtures or 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, administration may establish additional reserves as required to comply with generally accepted accounting principles or other external restrictions.

**Northwestern Michigan College
Financial Reserves
June 30, 2022**

<u>Required Reserves</u>	<u>Target Measure</u>	<u>Target Minimum</u>	<u>Target Maximum</u>	<u>Actual Reserve Balance</u>	<u>Result</u>
A. General Operating Reserve	3-6 months of budgeted annual operating expenses	\$ 10,780,326	\$ 21,560,652	\$ 11,697,703	Within Target
B. Fund for Transformation	2-5% of budgeted annual operating expenses	\$ 862,426	\$ 2,156,065	\$ 1,586,740	Within Target
C. Plant Fund	2-5% of appraised replacement value of real property	\$ 4,550,412	\$ 11,376,030	\$ 5,749,506	Within Target
Required Reserves		\$ 16,193,164	\$ 35,092,747	\$ 19,033,949	
<u>Add: Other reserves established by management</u>					
Auxiliary Reserves				9,723,088	
Wellness				364,114	
Strategic Projects				1,203,865	
Restricted for GLMA Vessels				512,401	
Total Reserves before GASB 68 / 75				\$ 30,837,417	
Add: GASB 75 - OPEB deficit				(9,813,077)	
Add: GASB 68 - Pension deficit				(48,727,050)	
Total Reserves (Deficit)				\$ (27,702,710)	

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

WHEREAS, the Board of Trustees by resolution of June 26, 2023 proposes a total authorized levy not to exceed **2.06 mills** within the district for operating purposes for fiscal year 2023-2024; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.06 mills** for operating purposes in fiscal year 2023-2024 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 26, 2023 at 5:30 p.m. at the Timothy J. Nelson Innovation Center (Room 106/107) to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act."

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2023-2024, the total millage rate of **2.06 mills** shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

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

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2023-2024. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2023-2024 is as follows:

Revenue (from Exhibit 1)	<u>\$ 48,929,163</u>
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BE IT FURTHER RESOLVED, that **\$ 48,929,163** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in **Exhibit 1**.

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

**Northwestern Michigan College
Proposed General Fund Budget
Year Ending June 30, 2024**

**Exhibit 1
General Fund Budget**

	<u>2022-2023 Approved Budget</u>	<u>2023-2024 Proposed Budget</u>
Revenues		
Local Sources		
Tuition and Fees	\$ 22,001,840	\$ 22,212,097
Property Taxes	<u>12,769,825</u>	<u>13,900,791</u>
Total Local Sources	34,771,665	36,112,888
State Sources	10,600,000	10,696,033
State Property Tax Reimbursement	145,000	130,000
Private Sources	979,765	1,175,242
Investment Income	196,000	320,000
Other Sources	<u>426,100</u>	<u>495,000</u>
Total Revenues	<u>47,118,530</u>	<u>48,929,163</u>
Expenditures		
Salaries and Wages	23,916,066	25,137,688
Benefits Regular	10,025,562	10,286,740
Purchased Services	2,753,060	2,895,004
Supplies & Materials	3,041,584	3,107,437
Internal Services	103,065	110,273
Other Expenses	1,628,696	1,603,453
Institutional Expenses	1,738,804	1,700,512
Maintenance & Renovation	1,762,581	1,944,397
Events/Trvl/Prof. Devel.	594,112	600,659
Capital Outlay (Instructional Equipment)	<u>170,000</u>	<u>98,000</u>
Total Expenditures	<u>45,733,530</u>	<u>47,484,163</u>
Transfers Out (In)		
Plant Fund - Deferred Maintenance	1,170,000	1,230,000
Other Transfers [see Exhibit 2]	<u>215,000</u>	<u>215,000</u>
Total Transfers Out	<u>1,385,000</u>	<u>1,445,000</u>
Total Expenditures & Transfers	<u>47,118,530</u>	<u>48,929,163</u>
Revenues Over Expenditures & Transfers	<u>\$ -</u>	<u>\$ -</u>

**Northwestern Michigan College
Proposed General Fund Budget
Year Ending June 30, 2024**

Exhibit 2**General Fund - Detail of Other Transfers Out (In)**

	2022-2023	2023-2024
	<u>Approved Budget</u>	<u>Proposed Budget</u>
Strategic Funds	250,000	275,000
Funds for Transformation	50,000	50,000
Tac Hours - Aviation	400,000	450,000
Technology Fee	500,000	500,000
Facilities Fee to Plant Fund	40,000	40,000
Marine Center Federal Grant Funding	(25,000)	-
GLMA Transfer In from Federal Grant Funding	<u>(1,000,000)</u>	<u>(1,100,000)</u>
Total Other Transfers Out	<u>\$ 215,000</u>	<u>\$ 215,000</u>

**Northwestern Michigan College
Draft Plant Fund Budget
Year Ending June 30, 2024**

**Exhibit 3
Plant Fund Budget**

	<u>2022-2023 Approved Budget</u>	<u>2023-2024 Draft Budget</u>
Revenues		
Transfer In from General Fund	<u>\$ 1,170,000</u>	<u>\$ 1,230,000</u>
Expenditures		
Building and Land Improvements	\$ 1,052,000	\$ 1,015,000
Construction Architect / Engineer Services	50,000	65,000
Infrastructure	38,000	110,000
Other	<u>30,000</u>	<u>40,000</u>
Total Expenditures	<u>\$ 1,170,000</u>	<u>\$ 1,230,000</u>
Net Revenues	<u>\$ -</u>	<u>\$ -</u>

**Northwestern Michigan College
Combined Budgets - General Auxiliary Funds
Year Ending June 30, 2024**

**Exhibit 4
Combined General & Auxiliary Funds**

	Proposed General Fund 2023-2024 Budget	Draft Auxiliary Funds 2023-2024 Budget	Combined 2023-2024 Budget
Revenues			
Local Sources			
Tuition and Fees	\$ 22,212,097	\$ 26,000	\$ 22,238,097
Property Taxes	<u>13,900,791</u>	<u>-</u>	<u>13,900,791</u>
Total Local Sources	36,112,888	26,000	36,138,888
State Sources	10,696,033	15,000	10,711,033
State Property Tax Reimbursement	130,000	-	130,000
Private Sources	1,175,242	975,420	2,150,662
Investment Income	320,000	-	320,000
Auxiliary Sources	-	5,186,200	5,186,200
Other Sources	<u>495,000</u>	<u>387,625</u>	<u>882,625</u>
Total Revenues	<u>48,929,163</u>	<u>6,590,245</u>	<u>55,519,408</u>
Expenditures			
Salaries and Wages	25,137,688	2,245,900	27,383,588
Benefits	10,286,740	932,999	11,219,739
Purchased Services	2,895,004	194,200	3,089,204
Supplies & Materials	3,107,437	322,699	3,430,136
Internal Services	110,273	(101,750)	8,523
Other Expenses	1,603,453	1,649,576	3,253,029
Institutional Expenses	1,700,512	466,170	2,166,682
Maintenance & Renovation	1,944,397	140,393	2,084,790
Events/Trvl/Prof. Devel.	600,659	42,200	642,859
Capital Outlay (COAT)	<u>98,000</u>	<u>-</u>	<u>98,000</u>
Total Expenditures	<u>47,484,163</u>	<u>5,892,387</u>	<u>53,376,550</u>
Transfers Out (In)			
Capital Plant Funding	1,230,000	-	1,230,000
Other Transfers	<u>215,000</u>	<u>-</u>	<u>215,000</u>
Total Transfers	<u>1,445,000</u>	<u>-</u>	<u>1,445,000</u>
Total Expenditures & Transfers	<u>48,929,163</u>	<u>5,892,387</u>	<u>54,821,550</u>
Revenues Over Expenditures & Transfers	<u>\$ -</u>	<u>\$ 697,858</u>	<u>\$ 697,858</u>

Northwestern Michigan College
Auxiliary Fund Budgets
Fiscal Year 2024

	Housing	Apartments	Dennos Museum	University Center	Bookstore	Hagerty Center	Hawk Owl Café	Esports	WNMC	TOTAL
Revenues										
Local Sources	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 15,000	\$ 26,000
State Sources	-	-	15,000	-	-	-	-	-	-	15,000
Federal Sources	-	-	-	-	-	-	-	-	-	-
Private Sources	-	-	795,665	78,000	-	-	-	5,000	96,755	975,420
Auxiliary Sources	1,950,000	320,000	308,700	30,000	961,000	791,500	825,000	-	-	5,186,200
Other Sources	-	-	22,625	335,000	-	-	-	-	30,000	387,625
Total Revenues	\$ 1,950,000	\$ 320,000	\$ 1,151,990	\$ 443,000	\$ 961,000	\$ 791,500	\$ 825,000	\$ 6,000	\$ 141,755	\$ 6,590,245
Expenses										
Salaries and Wages	\$ 434,162	\$ 35,990	\$ 486,310	\$ 173,100	\$ 194,312	\$ 392,924	\$ 432,463	\$ 20,000	\$ 76,639	\$ 2,245,900
Benefits	145,666	12,096	193,430	82,432	79,977	180,802	188,630	6,600	43,366	932,999
Total Labor	\$ 579,828	\$ 48,086	\$ 679,740	\$ 255,532	\$ 274,289	\$ 573,726	\$ 621,093	\$ 26,600	\$ 120,005	\$ 3,178,899
Purchased Services	\$ 80,000	\$ 500	\$ 72,900	\$ 11,700	\$ 3,000	\$ 4,000	\$ 1,000	\$ 12,000	\$ 9,100	\$ 194,200
Supplies & Materials	50,301	11,773	36,525	3,650	150,000	26,350	25,000	14,000	5,100	322,699
Internal Services	22,900	-	(5,300)	2,000	2,500	(100,000)	(25,000)	-	1,150	(101,750)
Other Expense	108,879	9,000	151,675	1,000	526,750	165,332	350,000	8,000	400	1,321,036
Institutional Expenses	212,420	53,900	70,000	72,050	8,000	35,800	12,000	-	2,000	466,170
Maintenance & Renovation	56,593	51,400	11,800	-	600	8,500	9,000	-	2,500	140,393
Prof Develop, Travel & Events	9,000	550	10,850	4,000	6,300	1,500	-	8,500	1,500	42,200
Debt Service	204,740	-	123,000	-	-	-	-	-	-	327,740
Capital Outlay	-	-	800	-	-	-	-	-	-	800
Total Non-Labor	\$ 744,833	\$ 127,123	\$ 472,250	\$ 94,400	\$ 697,150	\$ 141,482	\$ 372,000	\$ 42,500	\$ 21,750	\$ 2,713,488
Transfers (Out) In	(241,632)	-	-	-	10,439	-	168,093	63,100	-	-
Total Expenses & Transfers	\$ 1,566,293	\$ 175,209	\$ 1,151,990	\$ 349,932	\$ 961,000	\$ 715,208	\$ 825,000	\$ 6,000	\$ 141,755	\$ 5,892,387
Net Revenue	\$ 383,707	\$ 144,791	\$ -	\$ 93,068	\$ -	\$ 76,292	\$ -	\$ -	\$ -	\$ 697,858

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: June 19, 2023
Subject: Strategic Initiatives Update: *June 26, 2023 Board of Trustees Meeting*
 Topic: *Strategy 4 - Community Partnerships and Engagement*

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

Summary:

This strategy is on track with 4 of the 4 objectives currently classified as “green.” The objectives are focused on community partnerships, workforce and technical training, Extended Educational Services optimizations, and access to needed 4-year pathways. Actions have focused on inventorying current states, performing gap analyses, implementing training programs, and identifying stakeholders. Alignment with NMC Foundation Forward: Mobilizing Generosity, the NMC Foundation’s strategic plan, is critical, especially in the areas of partnerships and innovation. The end of FY23 (June 30, 2023) will provide additional metrics around workforce and Extended Education Services financial performance.

Highlights and Successes:

- Objective 1 (Community Partnerships) - This objective continues to move forward as the objective lead, Carly McCall, has attended and met with a number of advisory boards and NMC leaders across disciplines. This information, coupled with her survey results from Fall 2022, have generated a greater dialog across the college on advisory board composition, recognition, and maximizing the role of advisory boards. In addition, we better understand the level and density of engagement for advisory board members. Year 2 actions will focus on elevating the advisory boards across campus and providing support and strategies to programs that utilize advisory boards.
- Objective 2 (Workforce) - Under the workforce umbrella, multiple trainings were developed based on industry demand including Heavy Highway Construction (in partnership with Team Elmers), Survey Technician training (with support of the advisory board), Recreation Technician (with the assistance of SEEDS, planned for Fall ‘23), and an accelerated welding course which serves as a feeder for academic programs (a second class is currently running, a third is planned for spring), and a short course in computer information systems that translates from noncredit training to a credit-bearing certificate.
 - Partnered with MIWorks! to provide funding for qualifying students and employers including heavy highway construction (5 students), surveying (12), welding (5), medical assistants (1), medical billing and coding (3), and medical transcription (2). Currently working with Northwest Michigan Works, Michigan Works West Central, and West Michigan Works to enroll students in NMC partner programs, making NMC a landing spot for those seeking training from across the state.

- Partnered with 20Fathoms to create a Business Essentials program for startups and an entry-level pathway for IT to support professionals that will articulate to credit in the Computer Support Specialist and Cybersecurity CIT certificates.
- Completed the first two courses in the Marine Infrastructure credentialing program. Most attendees in the programs were participating to receive CEUs, as required for their professional survey license.
- Objective 3 (Extended Educational Services) - Extended Education Services continues to offer courses the community wants, while also improving financially. This includes:
 - Summer '23 C4K has a projected 20% increase in net revenue with enrollment projected to surpass those of Summer '22 due to additional targeted marketing, competitively priced classes, and the addition of more classes.
 - Fully implemented quarterly budget check-ins and analysis for individual programmer portfolios. EES is now able to analyze ROI for portfolios regarding enrollment, net revenue, marketing, and personnel costs.
 - Coffee Chats, a community-focused livestream series led by local experts/enthusiasts/organizations, continues to grow since launching in 2021, with the first in-person Coffee Chat on June 20, 2023: [Coffee ChatGPT: Catch the AI Wave](#)
 - EES continues to cultivate relationships with employers and develop custom training opportunities with unique sessions this past year with businesses and organizations like Traverse Health Clinic, Oryana, Novello Physician's Organization, and Pathfinder School.
 - The new EES Advisory Board met in April with 25 members from our community both within and outside of NMC aligning Objective #3 with Objective #1.
 - Business Essentials, a 20Fathoms partnership, saw 11 students complete the program this month.
- Objective 4 (Access to 4-year Education) - NMC's Registrar and Advising teams worked with the University Center partners to provide initial support and outreach to students identifying transfer as a goal, streamlining the student's experience.
 - Bi-weekly "Transfer Tuesdays" and outreach events have returned to the Innovation Center for all students, with specialized transfer workshops being offered by 4-year institutions in cooperation with the NMC Advising Center.
 - Analysis of transfer program offerings revealed only one perceived educational gap—for secondary teacher education programs—which was shared with UC partners. They are considering its viability.
 - Work continues with nursing programs and 4-year institutions around the ADN-to-BSN program which will provide an advanced educational opportunity and meet the needs of the regional healthcare community.
 - Continue to evaluate the most popular transfer programs from each 4-year partner institution and focus on maintaining up-to-date transfer information for those programs. This includes data sharing between NMC and the partners to identify top transfer majors. Better agreements have been developed to "co-advise" incoming students. Year 2 will focus on this process and rolling it out to more partners.
 - Commencement now includes reading each student's next steps after NMC, giving further promotion to transfer and employment opportunities our students obtain from their degrees.

Challenges and Opportunities:

- The number of individuals and organizations that comprise advisory boards (~ 300 people) can be overwhelming. Phase 2 activities will continue to work on ways to try to streamline the maintenance of the advisory boards while increasing engagement (Objective 1).

- Continued alignment between Objective 1 (Community Partnerships) and the work of the NMC Foundation as the Foundation looks to engage donors and the community.
- Developed a series of technical professional development courses (Industry 4.0, PLCs, Industrial Sensors, Fundamentals of Electronics). However, the courses have not run due to low enrollment. Working to identify a more effective way to market these programs to industry (Objective 3).
- Removing student barriers to enrolling workforce training programs (medical billing, CIT, construction heavy equipment, etc.) is a new challenge. Online programs work well with this demographic because of the flexibility. In-person classes are harder to fill. Working to find a balance.
- Funding for EES workforce training will need to be the focus as some of the MIWorks! grants will sunset June 2024. Aligning current offerings and resources for the timeframes and requirements of new funding opportunities will be a priority for FY24.
- For the past two years, the development of partnerships with local organizations and employers has been piloted through EES. The curation of these relationships takes a significant amount of prioritized personnel time. Current models of resourcing this role will need to be modified and must be scalable to meet increased demands.
- NMC Advising continues to liaise with 4-year partners to share transfer data and identify in-demand student transfer resources for development. The goal is to shift development of transfer guides/resources to university partners to solve internal capacity issues for maintaining NMC versions of these resources and to ensure up-to-date information for students.
- National Clearinghouse data regarding transfer provides an opportunity for NMC to track where our dual-enrolled students are going after they graduate high school. This could lead to future transfer pathway partnerships as well as admissions and marketing opportunities for NMC.

Strategy 4 - Community Partnerships and Engagement				
Objective 1: Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC's overall job performance in responding to the "community's learning needs" by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).				
Status of Action Steps	Current Percent Complete	Target*		Notes
7 Complete 1 On Schedule 1 Deferred	53%	100 % *Final target will be CAAS performance		Advisory board input and reviews complete. Next year will focus on assisting and supporting programs to enhance their networks. Case study with Build Your Life.
Objective 2: The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC's performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024.				
Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
9 Complete 1 On Schedule 1 Deferred	40%	100% *Final target will be CAAS performance	Workforce Offerings: Baseline: 5 Target (FY): 40 Current (FY): Summer / Fall 22 = 35 Spring 23 = 68	This year's workforce enrollment unduplicated (YTD): 476 Workforce enrollment: • 264 students (Summer/Fall 22) • 258 (Spring 23)

				<ul style="list-style-type: none"> • 14 (Summer 23) - still enrolling <p>Courses include: Project Management, CAD, Machining, Management Skills, Survey Tech</p> <p>Rolling out a new PD landing page in time for Fall offerings</p>
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Objective 3: Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community's needs resulting in a less than 17% cancellation rate and be net revenue positive by June 30, 2025.

Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
9 Complete 1 Deferred	Baseline (net loss FY21): (-\$485,000) Baseline (FY19 cancellation): 19.4%	Current: (net loss FY22: -\$368,000) (FY22 cancellation): 17.1%	Target: net revenue positive Target (cancellation): <17%	FY23 expenses will close in July. Total EES seats sold: 5,316 College for Kids: <ul style="list-style-type: none"> • Projected \$30,000 increase in net revenue over Summer '22, ~1,200 duplicated students Doubled Workforce & PD net revenue from FY22 to FY23 fun facts: <ul style="list-style-type: none"> • 14% of EES students are donors to NMC • 12% of NMC students were C4K students

Objective 4: NMC will increase access to four year college programs by improving the "Providing access to other college programs" performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS).

Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
4 Completed 2 On Schedule 3 Not Started	20%	100% *Final target will be CAAS performance	Next Term Transfer Rate Current: 11.37% (3 year average) Goal: 13.25%	Year 2 activities will shift to dual admission agreements with UC partners to remove administrative barriers for students and encourage transfer, which supports student success/retention strategies in Strategy #2. <i>Next term transfer rate (Fall) for all institutions. Students who transfer to another college/university after NMC.</i>

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



Northwestern Michigan College



Office of Possibilities

Will Kitchen
Co-Director – Office of Possibilities

INNOVATION POWERED BY NMC

A new discipline of innovation is emerging today because...

- Organizations **need new discoveries and strategies** to drive growth and survival.
- The **pace of change** requires greater flexibility and innovation effectiveness.
- Innovation successes are now **expected (and demanded) by customers**.

“Ten Types of Innovation: The Discipline of Building Breakthroughs”
By Larry Keely



“Innovation requires identifying the problems that matter and moving through them systematically to deliver elegant solutions.”

“Ten Types of Innovation: The Discipline of Building Breakthroughs”
By Larry Keely

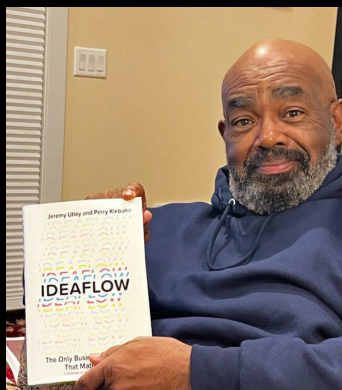


Innovation is the creation of a viable new offering.

Innovation and Ideas is what OOPs is all about!



- 14 Advisory Board volunteers
- 12+ volunteer Subject Matter Experts
- A Community Ecosystem of Support



Catalysts



Conveners



Connectors



OOPs' North Star

Mission

Create, **nurture**, and support **a culture of innovation** in NMC and our community.

Innovation Goals

Education:

Seek out **new ideas in education** and to develop new ways of solving our learners' needs.

Vision

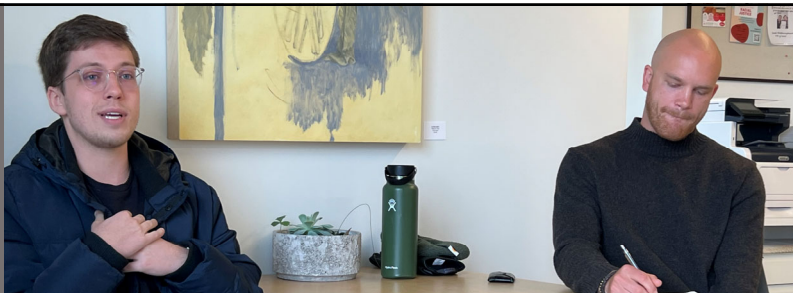
Leverage culture of innovation to **encourage new ideas and create new partnerships** resulting in impactful change.

Community:

Develop ideas with our community members and partners to help incubate new solutions for our community.



OOPs' Strategic Focus



NMC's Strategic Plan

- Impact growth – beyond enrollment
- Diversification of revenue

NMC Foundation's Strategic Plan

- #2 – Partnerships
- #3 - Resourcing Innovation

Nurturing Educational Innovation

The OOPs “Secret Sauce”!

- NMC’s Leadership
- NMC’s Vision for Innovation
- Community Involvement



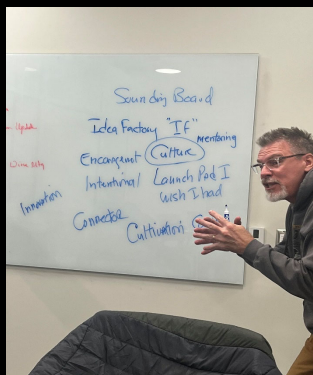
Why OOPs? Why now?





Need to accelerate adapting to changing needs and expectations of students.

- more diverse, tech-savvy, and entrepreneurial than ever before.
- want to learn skills that are relevant, transferable, and applicable to real-world situations.



TO foster a culture of innovation and entrepreneurship among students and faculty.

TO provide more opportunities and support to pursue their passions, interests, and ideas.



To create spaces and platforms where students, staff, faculty and community partners can **experiment, prototype, test, and refine** their ideas.

To connect students and faculty with **community mentors, networks, resources,** and markets that can help them turn their ideas into reality.



Areas of Innovation – To Date

- Retail
- Culinary & Food Production
- Artificial Intelligence
- Manufacturing
- Music
- Podcasting
- Home Construction Alternatives
- Entrepreneurship and Environment
- **NACCE (National Association of Community College Entrepreneurs)**
- Film Making
- Education
- Electronic Vehicle Conversion
- Consulting and Coaching
- Drones
- Skin Care
- NFTs
- New Partnerships for NMC (Aqua Action, Waterlutions)
- **AFIT (Alliance For Innovation and Transformation)**



By supporting NMC and NMC Foundation Strategic Values and Goals

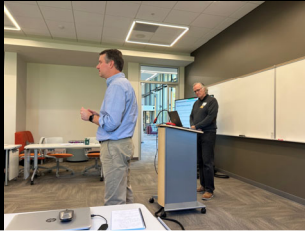
***Design Thinking Workshops**

Seeking innovative ideas for:

- Increasing Growth & Revenue Streams
- Developing Community Partnerships
- Resourcing Innovation

*** Innovation Funding**

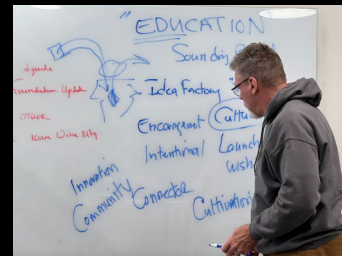
By Supporting NMC Faculty Innovations and Ideas



***Think Locker**
Perceptual Learning Model
(Intellectual Property Test Case)



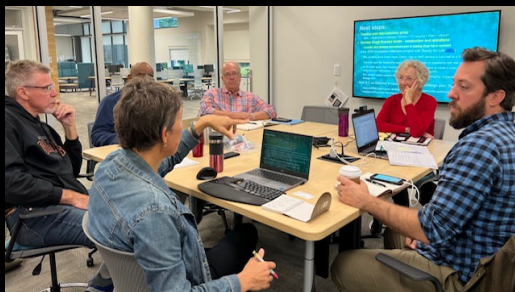
***Aqua Action and NMC Innovation Credential**
(Content creation for young "entrepreneurials")



***Common Good Education**
Human-centric skills for the 21st Century

*** Innovation Funding**

By Supporting NMC Faculty Innovations and Ideas



****Instructional Independent Living Community (IILC)** - residence hall-style facility on NMC's campus offering skills in:

- employment readiness,
- independent living,
- relationships, and
- financial literacy to people with developmental disabilities.



Water Innovation Lab with Waterlution
Developing young "entrepreneurials"

****NMC Foundation Innovation Grant**

By Supporting NMC Faculty Innovations and Ideas



Micro-Tone Guitars
Interchangeable fret boards



New Wine Curriculum
Listening to our wine industry to develop new content and curriculum

By supporting and developing entrepreneurial partnerships in our community

- Riley's Candles
- Valor Skin Care
- SilverHook Studios
- Wandr North
- Audacia Elixers
- ThriveTC
- Old Mission Kitchen
- Aqua Action (Canada)
- Grand Traverse Industries
- Commonplace
- SCORE
- 20 Fathoms
- Waterlutions (Canada)





Partner Testimonial

"I was impressed such an incredible resource existed! And not only does it exist, but the entire OOPs team also welcomed me, listened, iterated, and set what must have been no less than 5 different wheels in motion to connect me to resources that I needed to take the next steps on logistics, legal, and market understanding.

The resources, the connections, the expertise, the experience, the sense of community, the camaraderie - was absolutely astounding and humbling. But more than that, I left that first meeting with a sense of confidence that I *could* be on to something. That it *could* have an impact and improve people's lives as I imagined. That nudge that something *could* be there was invaluable. For the first time in my life, I actually felt like an entrepreneur and that with hard work, effort, and openness to possibilities, the vision I have could actually be made real and make a real difference to the community I live in."

- Erin Cooley, Entrepreneur



Partner Testimonial

"As a serial entrepreneur and small business owner, finding the OOPs community has been a transformative experience for me. I have never found a space that blends the world of business and the desire to create with the openness, honesty, and curiosity that exists in every OOPs' meeting."

Loghan Call
Co-Founder & CEO,
Audacia Elixirs
Drinking, Reimagined.

www.audaciaelixirs.com



OOPs: Innovation Powered by NMC!



Our Ask:

1. Get to know us
2. Believe in OOPs and our efforts
3. Champion our efforts
4. Share our story

NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name *

Nancy Parshall

Your Title *

English Faculty Member (full-time)

Presentation Title *

College Students' Anxiety and Depression has Skyrocketed : A COVID Effect

Please provide a description of what you will be presenting to the BOT. *

Rates of anxiety and depression are at all time highs among college students, but more students are reaching out for help in the form of therapy and counseling than ever before. In my classroom I've seen how depression and anxiety has affected attendance and student success. I'll be sharing nationwide trends, examples of what I've seen, and accommodations that instructors are making.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. *

I like to say I'm an accidental teacher. While in college at Albion, I'd never have imagined that I'd become a teacher, but while on my own personal world tour in the 1980s, I parked my backpack in Tokyo to teach English for six months. Those six months turned into nine years. In that time I gained a Masters in Education from Temple University's Tokyo campus and went on to teach at Temple and at two Japanese universities. After nine years in Tokyo, I continued traveling and eventually came home to Traverse City, the place I was raised. I'm an alum of Traverse City High School (now TC Central).

I've been teaching at NMC for 21 years, starting as an adjunct. With my experience in Japan and my degree's emphasis in TESOL (Teaching English to Speakers of Other Languages), I've taught NMC's foreign students and advised instructors on cross-cultural differences and methods of teaching our ESL students. I also teach Developmental English and Composition.

I'm a writer of fiction and non-fiction. The biographical statement that accompanies my publications reads:


Nancy Parshall splits her time between Northwestern Michigan College, where she teaches English Composition, and the Lake Leelanau hobby farm she shares with her husband. Her writing has been featured in KYSO Flash, Dunes Review, MacQueen's Quinterly, Bear River Review, and others, and was nominated for the Best of the Net awards. Her fiction chapbook, Proud Flesh, won the 2017 Michigan Writers chapbook competition. Nancy is currently at work on a memoir that centers around six weeks spent as the only woman on a prawn trawler in the Coral Sea.

This form was created inside of Northwestern Michigan College.

Google Forms



Northwestern Michigan College



Anxiety and Depression among Our Students: Some Things I've Noticed

Nancy Parshall
English Faculty Member



Nancy Parshall

English Faculty Member for 21 years.

Taught our English as a Second Language (ESL) students

Graduated from Traverse City High School (Central), Albion College, Temple University

I am a writer

I live in Lake Leelanau



What's Happening?

Healthy Minds Study of 96,000 students across 133 US campuses (2021-22 academic year)

Results:

- 44% of students reported depression
- 37% of students reported anxiety disorders
- 15% of students had considered suicide in past year

Highest rates in the 15 year history of the study



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Why the increase in student suffering?

Isolation and Loneliness: Boston University Study: 2/3 of college students struggle with loneliness and feeling isolated—all-time high reflecting the toll of the pandemic and the necessary social distancing

Reintegration into classroom setting

Financial Stress

Personal Observation: Increase in students coming out and associated stresses - LGBTQ



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Poor Mental Health is a key driver of students dropping out of college

Boston University Survey: 83 percent of students surveyed said mental health had negatively impacted their academic performance within that month,



The Good News

- More than $\frac{1}{3}$ of students surveyed reported having had one or more counseling sessions
- Between 2021-2022, the number participating in therapy/counseling increased from 30% to 37%
- NMC has an excellent Counseling Department

Healthy Minds Study of 96,000 students across 133 US campuses (2021-22 academic year)





What I've Seen:

- Student hospitalization
- Attendance Problems
- Withdrawn Students
- Reports of Suicide Thoughts



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In the Classroom

How much leeway do we give students suffering from depression and anxiety?

- Flexibility on due dates
- Reaching out directly
- Case-by-case flexibility on attendance policy
- Students want to Zoom in



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Michigan College



Questions?

nparshall@nmc.edu
Cell: 231-735-1607

Thank you!





**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: June 20, 2023
 Subject: Summer 2023 Enrollment Report

Summer 2023

Summer enrollment for 2023 ended down 8 students and 42 contact hours over last year. Notably, we saw an increase of 24.6% in new students registered which made up for the decline in retained students compared to last summer. Though we increased the percentage of students retained this summer, the overall decline in enrollment from fall and spring resulted in fewer actual retained students. This dynamic is also present in the early numbers for the fall semester.

(Source: Digital Dashboard Same Date Comparison SP2020-2023)

	2020	2021	2022	2023
Applicants	761	800	668	905
Admits	561	588	446	594
Admits Registered	237	223	183	228
Prior Admits Registered	2	8	4	3
Retained Students	695	739	736	698
Return Students	74	125	80	66
Average Contact Hours	5.84	5.88	5.49	5.49
Total Headcount	1,008	1,095	1,003	995
Total Contact Hours	5,886	6,443	5,504	5,462
Tuition	1,139,490	1,389,087	1,206,733	1,243,249

Fall 2023

Applications for fall semester are currently up 9.2% overall. The number of new students registered is up 5.3% over last year, however, overall contact hours are currently down 1.7% (20 students).

	2020	2021	2022	2023
Applicants	2,770	2,794	2,525	2,756
Admits	1,945	1,994	1,774	1,833
Admits Registered	634	802	683	719
Prior Admits Registered	17	44	20	33
Retained Students	1,401	1,281	1,296	1,222
Return Students	119	205	127	132
Average Contact Hours	11.42	10.99	11.06	11.01
Total Headcount	2,171	2,331	2,126	2,106
Total Contact Hours	24,800	25,614	23,509	23,196
Tuition	4,868,105	4,879,698	4,678,339	4,865,079

Community College	% change in credit hours	% change in headcount
Delta	8.6	7.5
Glen Oaks	3.1	6.6
Grand Rapids	-0.9	-2
Henry Ford	10.2	7.9
Jackson	3	4.5
Kalamazoo Valley	-11.4	-12
Lake Michigan	-15.9	-9.3
Mid Michigan	10	12.5
Montcalm	-11	-12
Mott	13.2	9
North Central Michigan	-14.1	-5.1
Northwestern Michigan College	-2.2	-0.8
Schoolcraft	-2.4	-2.8
Southwestern Michigan	15.9	4.8
Washtenaw	-2.7	-0.9
West Shore	-8.2	-8.2

*There were fewer schools than usual reporting Spring/Summer enrollments.

Enrollment Projections

June 20, 2023

**Summer 2023
Academic, Portfolio B**

Projection Element	Current Date				Pct Chg from Summer 2022	Report Date			Projection Summer 2023 19-JUN-23	Pct Chg from Summer 2022
	Summer 2020 17-JUN-20	Summer 2021 21-JUN-21	Summer 2022 20-JUN-22	Summer 2023 19-JUN-23		Summer 2020 17-JUN-20	Summer 2021 21-JUN-21	Summer 2022 20-JUN-22		
Inquiries	782	823	692	923	33.4%	782	823	692	923	33.4%
Applicants	761	800	668	905	35.5%	761	800	668	905	35.5%
% Applied	97.3%	97.2%	96.5%	98.0%	1.5%	97.3%	97.2%	96.5%	98.1%	1.5%
Admits	561	588	446	594	33.2%	561	588	446	594	33.2%
% Admitted	73.7%	73.5%	66.8%	65.6%	-1.1%	73.7%	73.5%	66.8%	65.6%	-1.1%
Admits Registered	237	223	183	228	24.6%	237	223	183	228	24.6%
% Admits Registered	42.2%	37.9%	41.0%	38.4%	-2.7%	42.2%	37.9%	41.0%	38.4%	-2.7%
Prior Admits Registered	2	8	4	3	-25.0%	2	8	4	3	-25.0%
Retained Students	695	739	736	698	-5.2%	695	739	736	698	-5.2%
% Retained	20.7%	24.7%	23.8%	24.3%	.5%	20.7%	24.7%	23.8%	24.3%	.5%
Return Students	74	125	80	66	-17.5%	74	125	80	66	-17.5%
Average Credit Hours	5.44	5.45	5.10	5.03	-1.4%	5.44	5.45	5.10	5.03	-1.4%
Average Contact Hours	5.84	5.88	5.49	5.49	.0%	5.84	5.88	5.49	5.49	.0%
Total Headcount	1,008	1,095	1,003	995	-.8%	1,008	1,095	1,003	995	-.8%
Total Credit Hours	5,484	5,968	5,113	5,003	-2.2%	5,484	5,968	5,113	5,003	-2.2%
Total Contact Hours	5,886	6,443	5,504	5,462	-.8%	5,886	6,443	5,504	5,462	-.8%
Tuition	1,139,490	1,389,087	1,206,733	1,243,249	3.0%	1,139,490	1,389,087	1,206,733	1,243,249	3.0%
Spring 2023 Report Date Headcount:	2871									
Projection Menu	Definitions				Tuition Calculation					

Registration
Student Demographics
Academic, Portfolio B

Age Range	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
<=17	27	2.7%	116	124	32	2.9%	128	135	10	1.0%	39	42	27	2.7%	101	106
18-20	365	36.2%	1,955	2,063	358	32.7%	1,867	1,999	375	37.4%	1,869	2,031	412	41.4%	2,107	2,276
21-25	322	31.9%	1,796	1,927	326	29.8%	1,878	2,048	322	32.1%	1,661	1,791	295	29.6%	1,502	1,612
26-30	120	11.9%	708	767	147	13.4%	867	937	121	12.1%	644	682	82	8.2%	421	475
31-35	72	7.1%	393	449	100	9.1%	560	590	59	5.9%	305	319	66	6.6%	349	412
36-40	42	4.2%	222	238	52	4.7%	275	296	49	4.9%	261	275	45	4.5%	226	238
41-45	28	2.8%	142	153	34	3.1%	165	175	27	2.7%	122	130	29	2.9%	125	144
46-50	17	1.7%	84	93	30	2.7%	158	182	20	2.0%	117	123	14	1.4%	80	88
>=51	15	1.5%	70	74	16	1.5%	70	81	20	2.0%	95	111	25	2.5%	92	111
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%
Average Age	24.8				25.3				25.1				24.7			
Standard Deviation	8.0				8.1				8.3				8.8			
Median Age	22.0				22.0				21.0				21.0			

Citizenship	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Citizen	995	98.7%	5,417	5,808	1,035	94.5%	5,436	5,858	964	96.1%	5,046	5,431	963	96.8%	4,939	5,374
Non-Citizen	13	1.3%	67	78	59	5.4%	532	585	39	3.9%	67	73	32	3.2%	64	88
Unknown/Not Reported	0	.0%	0	0	1	.1%	0	0	0	.0%	0	0	0	.0%	0	0
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%

Credit Load	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Less than Half-Time	537	53.3%	1,846	2,054	540	49.3%	1,783	1,966	560	55.8%	1,731	1,864	571	57.4%	1,801	1,991
Half-Time	347	34.4%	2,302	2,425	422	38.5%	2,776	2,976	340	33.9%	2,288	2,470	335	33.7%	2,276	2,440
Three-Qtr-Time	91	9.0%	877	926	111	10.1%	1,106	1,181	73	7.3%	710	752	71	7.1%	693	775
Full-Time	33	3.3%	459	481	22	2.0%	303	320	30	3.0%	384	418	18	1.8%	233	256
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%
Average Credits	5.4				5.5				5.1				5.0			
FTES	360.3				382.3				356.7				346.0			

Ethnicity	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
American Indian or Alaska Nati	8	.8%	43	45	20	1.8%	96	112	8	.8%	48	50	13	1.3%	53	62
Asian or Pacific Islander	14	1.4%	74	81	7	.6%	35	37	18	1.8%	83	83	23	2.3%	71	74
Black or African American	17	1.7%	98	104	15	1.4%	97	101	18	1.8%	82	89	17	1.7%	74	89
Hispanic or Chicano	41	4.1%	216	236	30	2.7%	161	173	39	3.9%	192	197	46	4.6%	257	269
Mixed race	25	2.5%	128	133	27	2.5%	171	179	31	3.1%	192	206	36	3.6%	203	221
Native Hawaiian/Pacific Island	1	.1%	7	7	2	.2%	12	12	2	.2%	7	7	2	.2%	7	7
Other/Undeclared	51	5.1%	288	316	107	9.8%	726	793	67	6.7%	267	285	77	7.7%	365	389
White	851	84.4%	4,630	4,964	887	81.0%	4,670	5,036	820	81.8%	4,242	4,587	781	78.5%	3,973	4,351
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%

Gender	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Female	586	58.1%	3,081	3,339	556	50.8%	2,913	3,202	506	50.4%	2,511	2,768	503	50.6%	2,482	2,768
Male	422	41.9%	2,403	2,547	537	49.0%	3,046	3,228	495	49.4%	2,593	2,727	481	48.3%	2,482	2,651
Not Reported	0	.0%	0	0	2	.2%	9	13	2	.2%	9	9	11	1.1%	39	43
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%

Financial Need	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Aid Applicants	620	61.5%	3,585	3,851	723	66.0%	4,031	4,346	652	65.0%	3,569	3,859	608	61.1%	3,287	3,577
Non-Applicants	388	38.5%	1,899	2,035	372	34.0%	1,937	2,097	351	35.0%	1,544	1,645	387	38.9%	1,716	1,885
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%

Residency	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
International	3	.3%	12	14	47	4.3%	454	501	29	2.9%	22	22	26	2.6%	17	18
Local - Grand Traverse	490	48.6%	2,598	2,825	495	45.2%	2,560	2,793	455	45.4%	2,267	2,458	431	43.3%	2,060	2,262
MCO In-District	2	.2%	6	8	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
Other Michigan Counties	188	18.7%	1,041	1,106	197	18.0%	1,042	1,117	204	20.3%	1,117	1,225	226	22.7%	1,269	1,377
Out of State	74	7.3%	444	448	112	10.2%	637	645	102	10.2%	649	661	86	8.6%	561	568
Service Area Counties	251	24.9%	1,383	1,485	244	22.3%	1,275	1,387	213	21.2%	1,058	1,138	226	22.7%	1,096	1,237
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8.8%		-2.2%	-8.8%

Summer 2020 As of: 17-JUN-20 Summer 2021 As of: 21-JUN-21 Summer 2022 As of: 20-JUN-22 Summer 2023 As of: 19-JUN-23

Registration Student Demographics

Student Type	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Continuing HS Dual Enrolled	7	.7%	32	35	16	1.5%	60	62	8	.8%	41	41	6	.6%	20	20
Continuing Student	749	74.3%	4,145	4,447	802	73.2%	4,222	4,567	800	79.8%	4,227	4,575	725	72.9%	3,813	4,172
Direct Credit	1	.1%	9	11	1	.1%	5	5	0	.0%	0	0	0	.0%	0	0
Early College	11	1.1%	44	46	10	.9%	46	48	10	1.0%	35	37	7	.7%	17	18
Former High School Enrolled	20	2.0%	101	107	12	1.1%	60	66	11	1.1%	59	60	23	2.3%	99	107
Guest	59	5.9%	262	278	39	3.6%	172	186	49	4.9%	202	216	50	5.0%	220	234
High School Dual Enrolled	6	.6%	21	26	3	.3%	9	9	0	.0%	0	0	8	.8%	35	37
Lifelong Learner	0	.0%	0	0	2	.2%	0	0	0	.0%	0	0	0	.0%	0	0
New Transfer	63	6.3%	350	386	108	9.9%	823	892	56	5.6%	167	179	93	9.3%	407	456
New, Never Attended	25	2.5%	154	161	28	2.6%	154	161	24	2.4%	133	137	31	3.1%	148	157
Re-Admit	39	3.9%	201	209	54	4.9%	318	339	32	3.2%	185	188	35	3.5%	174	185
Returning Transfer	28	2.8%	165	180	20	1.8%	99	108	13	1.3%	64	71	17	1.7%	70	76
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8%		-2.2%	-8%

Veteran Status	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
Veteran	38	3.8%	228	244	42	3.8%	239	251	35	3.5%	209	219	38	3.8%	215	233
Active Duty	4	.4%	26	26	8	.7%	34	35	7	.7%	41	41	4	.4%	40	49
Reservist	11	1.1%	81	85	6	.5%	22	27	7	.7%	38	44	5	.5%	28	28
Dependent	44	4.4%	272	281	44	4.0%	254	269	39	3.9%	200	212	35	3.5%	206	222
Spouse	10	1.0%	58	64	7	.6%	48	53	3	.3%	22	22	9	.9%	41	43
Not a Veteran	250	24.8%	1,350	1,453	240	21.9%	1,341	1,419	179	17.8%	1,024	1,069	148	14.9%	842	892
Unknown/Not Reported	651	64.6%	3,469	3,733	748	68.3%	4,030	4,389	733	73.1%	3,579	3,897	756	76.0%	3,631	3,995
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462
% Change from Prior Year					8.6%		8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8%		-2.2%	-8%

County	Summer 2020 As of: 17-JUN-20				Summer 2021 As of: 21-JUN-21				Summer 2022 As of: 20-JUN-22				Summer 2023 As of: 19-JUN-23			
	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours	Enrl	% of Total	Credit Hours	Contact Hours
AK-Anchorage	1	.1%	6	6	0	.0%	0	0	1	.1%	3	3	1	.1%	15	15
AL-Baldwin	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8
AL-Morgan	0	.0%	0	0	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0
CA-Alameda	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0
CA-Butte	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	0	.0%	0	0
CA-Orange	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0
CA-San Diego	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	3	3
CA-Stanislaus	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5	1	.1%	6	6
CA-Sutter	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
CO-Denver	0	.0%	0	0	1	.1%	6	7	0	.0%	0	0	0	.0%	0	0
FL-Broward	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	1	.1%	6	6
FL-Collier	1	.1%	3	3	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0
FL-Escambia	0	.0%	0	0	1	.1%	4	4	1	.1%	5	5	1	.1%	6	6
FL-Hillsborough	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0
FL-Martin	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
FL-Monroe	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5
FL-Pinellas	1	.1%	4	4	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
IA-Bremer	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	1	.1%	6	6
ID-Bonner	0	.0%	0	0	1	.1%	4	4	1	.1%	5	5	1	.1%	3	3
IL-Cook	0	.0%	0	0	2	.2%	16	17	0	.0%	0	0	4	.4%	16	16
IL-Dupage	2	.2%	9	9	3	.3%	13	16	0	.0%	0	0	1	.1%	6	6
IL-Kendall	1	.1%	6	6	1	.1%	3	4	0	.0%	0	0	0	.0%	0	0
IL-Will	1	.1%	9	9	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5
IN-Clark	0	.0%	0	0	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0
IN-Delaware	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
IN-Lake	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0
IN-Noble	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5
IN-St Joseph	0	.0%	0	0	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0
IN-Wayne	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8
KS-Johnson	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	1	.1%	6	6
LA-Ascension	0	.0%	0	0	1	.1%	6	6	1	.1%	12	12	3	.3%	22	22
LA-Jefferson	2	.2%	12	12	7	.6%	42	42	6	.6%	42	42	5	.5%	34	34
LA-Livingston	1	.1%	6	6	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0
LA-Orleans	1	.1%	6	6	3	.3%	18	18	1	.1%	2	2	3	.3%	22	22
LA-Plaquemines	0	.0%	0	0	1	.1%	6	6	4	.4%	30	30	3	.3%	20	20
LA-Saint Bernard	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8
LA-Saint Charles	0	.0%	0	0	0	.0%	0	0	1	.1%	6	6	3	.3%	22	22
LA-Saint Tammany	5	.5%	30	30	6	.5%	40	40	11	1.1%	82	82	8	.8%	57	58
MD-Baltimore	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5
MI-Allegan	3	.3%	13	15	7	.6%	41	43	9	.9%	50	52	3	.3%	7	7
MI-Alpena	0	.0%	0	0	0	.0%	0	0	1	.1%	6	6	2	.2%	11	11
MI-Antrim	45	4.5%	233	262	54	4.9%	281	317	46	4.6%	238	257	44	4.4%	208	234
MI-Arenac	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0
MI-Baraga	0	.0%	0	0	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0
MI-Barry	2	.2%	18	19	3	.3%	14	14	1	.1%	5	5	0	.0%	0	0
MI-Bay	2	.2%	12	12	4	.4%	23	24	5	.5%	24	25	3	.3%	15	16
MI-Benzie	46	4.6%	233	244	37	3.4%	194	202	33	3.3%	186	198	35	3.5%	186	209
MI-Berrien	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5
MI-Calhoun	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	3	3
MI-Charlevoix	7	.7%	39	42	9	.8%	58	65	12	1.2%	54	66	10	1.0%	50	57
MI-Cheboygan	4	.4%	14	18	5	.5%	24	28	8	.8%	53	54	7	.7%	41	49
MI-Chippewa	1	.1%	4	4	3	.3%	8	9	1	.1%	3	3	0	.0%	0	0
MI-Clare	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0	1	.1%	6	7
MI-Clinton	0	.0%	0	0	2	.2%	11	12	2	.2%	17	20	3	.3%	15	18
MI-Crawford	1	.1%	3	4	0	.0%	0	0	2	.2%	18	26	3	.3%	21	23

Registration Student Demographics

MI-Eaton	3	.3%	20	23	4	.4%	16	18	2	.2%	10	12	1	.1%	47	3	3
MI-Emmet	3	.3%	18	19	10	.9%	51	66	6	.6%	27	28	6	.6%	24	29	
MI-Genesee	8	.8%	49	49	9	.8%	47	51	14	1.4%	84	84	7	.7%	48	50	
MI-Gladwin	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	1	.1%	7	8	
MI-Grand Traverse	550	54.6%	2,958	3,209	539	49.2%	2,798	3,039	510	50.8%	2,559	2,764	479	48.1%	2,288	2,512	
MI-Gratiot	0	.0%	0	0	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0	
MI-Houghton	0	.0%	0	0	2	.2%	5	5	1	.1%	1	1	0	.0%	0	0	
MI-Huron	1	.1%	7	7	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
MI-Ingham	1	.1%	4	4	1	.1%	4	4	1	.1%	3	3	3	.3%	16	17	
MI-Ionia	3	.3%	17	17	2	.2%	10	10	2	.2%	16	16	2	.2%	22	22	
MI-Iosco	1	.1%	4	6	1	.1%	7	7	1	.1%	6	6	2	.2%	11	15	
MI-Isabella	1	.1%	4	5	0	.0%	0	0	1	.1%	8	10	2	.2%	10	20	
MI-Jackson	4	.4%	13	15	4	.4%	17	17	1	.1%	3	3	2	.2%	11	11	
MI-Kalamazoo	6	.6%	33	34	3	.3%	17	17	2	.2%	4	4	5	.5%	27	29	
MI-Kalkaska	38	3.8%	222	233	35	3.2%	202	219	35	3.5%	185	195	41	4.1%	219	247	
MI-Kent	13	1.3%	74	78	23	2.1%	140	142	16	1.6%	102	107	15	1.5%	89	93	
MI-Lake	1	.1%	7	7	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
MI-Lapeer	3	.3%	12	12	2	.2%	14	14	1	.1%	10	10	4	.4%	29	30	
MI-Leelanau	49	4.9%	271	293	47	4.3%	232	248	54	5.4%	263	289	61	6.1%	254	278	
MI-Lenawee	2	.2%	12	12	1	.1%	6	6	3	.3%	18	18	4	.4%	23	23	
MI-Livingston	10	1.0%	54	55	9	.8%	46	49	8	.8%	40	41	13	1.3%	82	82	
MI-Mackinac	2	.2%	6	9	3	.3%	20	20	4	.4%	22	32	3	.3%	10	12	
MI-Macomb	3	.3%	11	11	5	.5%	22	24	5	.5%	36	46	2	.2%	7	8	
MI-Manistee	9	.9%	61	62	8	.7%	50	53	8	.8%	35	37	6	.6%	33	37	
MI-Marquette	1	.1%	3	3	0	.0%	0	0	2	.2%	14	16	0	.0%	0	0	
MI-Mason	1	.1%	2	2	1	.1%	4	5	1	.1%	5	6	4	.4%	21	22	
MI-Mecosta	1	.1%	12	14	0	.0%	0	0	1	.1%	7	7	1	.1%	3	3	
MI-Midland	3	.3%	15	17	3	.3%	9	14	2	.2%	7	9	1	.1%	8	8	
MI-Missaukee	10	1.0%	77	85	11	1.0%	70	78	9	.9%	47	58	6	.6%	36	40	
MI-Monroe	1	.1%	8	10	0	.0%	0	0	1	.1%	8	8	1	.1%	9	9	
MI-Montmorency	0	.0%	0	0	1	.1%	8	8	0	.0%	0	0	1	.1%	6	6	
MI-Muskegon	5	.5%	25	26	4	.4%	20	21	2	.2%	17	19	3	.3%	17	18	
MI-Newaygo	1	.1%	6	6	0	.0%	0	0	2	.2%	12	12	2	.2%	18	18	
MI-Oakland	8	.8%	39	40	6	.5%	22	22	8	.8%	43	44	12	1.2%	72	73	
MI-Oceana	2	.2%	14	14	1	.1%	6	6	0	.0%	0	0	2	.2%	10	12	
MI-Ogemaw	1	.1%	4	4	2	.2%	12	12	0	.0%	0	0	0	.0%	0	0	
MI-Osceola	1	.1%	3	3	4	.4%	20	21	4	.4%	13	14	5	.5%	24	25	
MI-Oscoda	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
MI-Otsego	9	.9%	43	45	7	.6%	28	28	8	.8%	38	42	7	.7%	32	33	
MI-Ottawa	5	.5%	18	18	9	.8%	43	46	7	.7%	32	32	13	1.3%	91	96	
MI-Presque Isle	0	.0%	0	0	1	.1%	3	3	0	.0%	0	0	2	.2%	11	11	
MI-Roscommon	2	.2%	5	5	1	.1%	6	6	2	.2%	15	16	3	.3%	14	14	
MI-Saginaw	1	.1%	7	7	4	.4%	19	19	2	.2%	11	11	3	.3%	21	22	
MI-Saint Clair	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	2	.2%	11	11	
MI-Sanilac	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	18	
MI-Shiawassee	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	3	.3%	29	29	
MI-Tuscola	2	.2%	12	12	1	.1%	3	3	0	.0%	0	0	1	.1%	7	7	
MI-Van Buren	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	11	13	
MI-Washtenaw	6	.6%	29	30	5	.5%	30	36	5	.5%	27	31	2	.2%	13	13	
MI-Wayne	8	.8%	49	56	6	.5%	36	37	5	.5%	26	26	4	.4%	22	22	
MI-Wexford	40	4.0%	225	239	55	5.0%	300	327	38	3.8%	175	193	43	4.3%	232	269	
MN-Anoka	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	2	.2%	14	14	
MN-Carver	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	1	.1%	6	6	
MN-Chisago	1	.1%	6	6	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	
MN-Le Sueur	1	.1%	12	12	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
MS-Harrison	0	.0%	0	0	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	
MS-Marion	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	10	11	
NC-New Hanover	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	3	3	
NJ-Bergen	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	
NJ-Monmouth	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
NY-Allegany	1	.1%	9	9	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
NY-Erie	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
NY-Jefferson	1	.1%	6	6	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	
NY-Steuben	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
NY-Washington	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
NY-Wyoming	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
OH-Cuyahoga	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
OH-Defiance	1	.1%	12	12	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
OH-Fulton	1	.1%	3	3	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0	
OH-Geauga	0	.0%	0	0	1	.1%	6	6	1	.1%	4	5	1	.1%	6	6	
OH-Hancock	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	1	.1%	5	5	
OH-Huron	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
OH-Lake	1	.1%	9	9	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
OH-Lorain	1	.1%	6	6	1	.1%	6	6	1	.1%	6	6	1	.1%	5	5	
OH-Lucas	1	.1%	3	3	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0	
OH-Marion	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
OH-Ottawa	1	.1%	3	3	3	.3%	18	18	2	.2%	12	12	0	.0%	0	0	
OH-Richland	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5	0	.0%	0	0	
OH-Summit	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
OH-Wood	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	0	.0%	0	0	
OK-Tulsa	1	.1%	6	6	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	
Other	29	2.9%	187	195	65	5.9%	552	603	50	5.0%	140	150	40	4.0%	110	117	
PA-Crawford	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
PA-Indiana	0	.0%	0	0	1	.1%	3	3	1	.1%	4	5	1	.1%	6	6	
PA-Lancaster	0	.0%	0	0	0	.0%	0	0	1	.1%	4	4	0	.0%	0	0	
SC-Beaufort	0	.0%	0	0	1	.1%	3	3	1	.1%	6	6	1	.1%	5	5	
SC-Horry	1	.1%	3	3	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	
TN-Knox	0	.0%	0	0	2	.2%	9	9	1	.1%	6	6	1	.1%	6	6	
TX-Burnet	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	
TX-Denton	1	.1%	3	3	1	.1%	3	3	1	.1%	12	12	0	.0%	0	0	

Registration Student Demographics

TX-Harris	0	.0%	0	0	1	.1%	3	3	0	.0%	0	0	0	.0%	48	0	0
TX-Montgomery	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0
TX-Tarrant	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5	5
VA-Albemarle	0	.0%	0	0	1	.1%	9	9	1	.1%	10	10	0	.0%	0	0	0
VA-Fairfax	0	.0%	0	0	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0
VA-Portsmouth City	1	.1%	3	3	1	.1%	3	3	1	.1%	6	6	0	.0%	0	0	0
WA-Island	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5	5
WA-Pacific	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	0
WI-Door	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	0	.0%	0	0	0
WI-Douglas	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	0	.0%	0	0	0
WI-Green	1	.1%	9	9	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	0
WI-Lincoln	0	.0%	0	0	0	.0%	0	0	1	.1%	5	5	0	.0%	0	0	0
WI-Portage	0	.0%	0	0	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	0
WI-Saint Croix	1	.1%	6	6	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	0
WI-Waukesha	1	.1%	6	6	1	.1%	6	6	1	.1%	6	6	0	.0%	0	0	0
WI-Winnebago	0	.0%	0	0	0	.0%	0	0	0	.0%	0	0	1	.1%	8	8	8
Totals:	1,008	100.0%	5,484	5,886	1,095	100.0%	5,968	6,443	1,003	100.0%	5,113	5,504	995	100.0%	5,003	5,462	5,462
% Change from Prior Year						8.6%	8.8%	9.5%	-8.4%		-14.3%	-14.6%	-8%		-2.2%	-8%	-8%

FTE calculation used in Credit Load table: full-time students + (.335737 x part-time students)
[Student Type Information](#)

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**Registration
Program Analysis**

Students' Declared Program of Study on Date Specified
Contact Hours Shown are the TOTAL CONTACT HOURS GENERATED by Students in each Program

Program of Study	Summer 2021 21-JUN-21				Summer 2022 20-JUN-22				Summer 2023 19-JUN-23			
	# in Prog	% of Total	Cont Hrs	% of Total	# in Prog	% of Total	Cont Hrs	% of Total	# in Prog	% of Total	Cont Hrs	% of Total
Accounting	25	2.3%	149	2.3%	20	1.8%	108	1.7%	8	.7%	38	.6%
Accounting - Transfer	2	.2%	22	.3%	7	.6%	39	.6%	7	.6%	35	.5%
Accounting Certificate II	2	.2%	7	.1%	1	.1%	6	.1%	1	.1%	11	.2%
Accounting-Fraud Investigation	1	.1%	3	.0%	0	.0%	0	.0%	1	.1%	1	.0%
Advanced Manufacturing	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Agricultural Operations	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Assistant Web Developer	1	.1%	8	.1%	1	.1%	4	.1%	0	.0%	0	.0%
Associate Degree Nursing	4	.4%	27	.4%	10	.9%	20	.3%	5	.5%	14	.2%
Associate Web Developer	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Audio Technology	8	.7%	30	.5%	6	.5%	24	.4%	9	.8%	43	.7%
Audio Technology I	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Audio Technology II	0	.0%	0	.0%	1	.1%	3	.0%	0	.0%	0	.0%
Auto Hybrid Tech Specialist	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Automotive Service Technology	1	.1%	4	.1%	3	.3%	21	.3%	1	.1%	6	.1%
Aviation - Flight Technology	67	6.1%	444	6.9%	85	7.8%	575	8.9%	98	8.9%	640	9.9%
Biology - Transfer	19	1.7%	93	1.4%	13	1.2%	58	.9%	13	1.2%	74	1.1%
Business Admin - Computer Appl	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Business Admin - Entrepreneur	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Business Admin - General	35	3.2%	192	3.0%	39	3.6%	216	3.4%	35	3.2%	206	3.2%
Business Admin - Management	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Business Admin - Marketing	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Business Admin - Transfer	24	2.2%	142	2.2%	24	2.2%	133	2.1%	21	1.9%	113	1.8%
CAD/CAM Drafter-Mechanical	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CAD/CAM Trainee-Mechanical	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT Infrastructure and Security	8	.7%	31	.5%	14	1.3%	65	1.0%	6	.5%	28	.4%
CIT-Assistant Developer	0	.0%	0	.0%	0	.0%	0	.0%	1	.1%	4	.1%
CIT-Associate Developer	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-ComputerSupport Specialist	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-Developer I	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-Developer III	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-Infrastructure Spec I Cert	0	.0%	0	.0%	0	.0%	0	.0%	1	.1%	3	.0%
CIT-Infrastructure Spec II	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-Infrastructure Spec. III	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
CIT-MSOffice ApplicationsSpec.	2	.2%	12	.2%	1	.1%	3	.0%	1	.1%	3	.0%
Chemistry - Transfer	2	.2%	13	.2%	1	.1%	8	.1%	3	.3%	23	.4%
Child Development - Transfer	7	.6%	32	.5%	1	.1%	4	.1%	6	.5%	33	.5%
Communications and Speech - Tran	3	.3%	28	.4%	2	.2%	11	.2%	3	.3%	18	.3%
Computer IT - Developer	17	1.6%	102	1.6%	13	1.2%	76	1.2%	12	1.1%	57	.9%
Computer IT - General	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Const - Electrical Cert I	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Const - Electrical Cert II	0	.0%	0	.0%	0	.0%	0	.0%	1	.1%	3	.0%
Construction Tech Electrical	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Construction Tech HVAC/R	1	.1%	4	.1%	0	.0%	0	.0%	0	.0%	0	.0%
Construction Technology-Mgmt	6	.5%	48	.7%	6	.5%	24	.4%	5	.5%	28	.4%
Construction-Carpentry Cert I	1	.1%	4	.1%	0	.0%	0	.0%	0	.0%	0	.0%
Construction-Carpentry Cert II	2	.2%	11	.2%	1	.1%	3	.0%	0	.0%	0	.0%
Construction-Facilities Main.	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Construction-HVAC/R Cert	0	.0%	0	.0%	0	.0%	0	.0%	2	.2%	8	.1%
Construction-Plumbing Tech	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Creative Mgmt in Art Direction	0	.0%	0	.0%	1	.1%	4	.1%	0	.0%	0	.0%
Criminal Justice - Transfer	13	1.2%	81	1.3%	8	.7%	61	.9%	10	.9%	45	.7%
Culinary Arts	21	1.9%	70	1.1%	27	2.5%	99	1.5%	24	2.2%	135	2.1%
Culinary Arts Certificate I	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Culinary Arts Certificate III	3	.3%	14	.2%	4	.4%	24	.4%	1	.1%	19	.3%
Culinary Arts-Baking	3	.3%	18	.3%	8	.7%	129	2.0%	0	.0%	0	.0%
Culinary Baking-Pastry Cert II	0	.0%	0	.0%	0	.0%	0	.0%	3	.3%	37	.6%
Culinary Sales and Marketing	1	.1%	10	.2%	3	.3%	30	.5%	1	.1%	3	.0%
Dance - Transfer	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Deciding	2	.2%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Dental Assistant	20	1.8%	123	1.9%	16	1.5%	97	1.5%	13	1.2%	65	1.0%
Dental Assistant Certificate	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Digital Admin and Marketing	2	.2%	11	.2%	3	.3%	15	.2%	0	.0%	0	.0%
Early Childhood Ed Certificate	3	.3%	9	.1%	0	.0%	0	.0%	1	.1%	3	.0%
Early Childhood Education	18	1.6%	105	1.6%	13	1.2%	55	.9%	11	1.0%	57	.9%
Early Childhood-Infant/Toddler	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Early Childhood-Preschool	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Economics - Transfer	4	.4%	19	.3%	3	.3%	9	.1%	1	.1%	6	.1%
Education - Transfer	9	.8%	58	.9%	13	1.2%	66	1.0%	9	.8%	56	.9%
Electrical/Drivability Spec.	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Eng Tech-Robotics/Automation	0	.0%	0	.0%	2	.2%	4	.1%	0	.0%	0	.0%
Engineering	0	.0%	0	.0%	8	.7%	37	.6%	9	.8%	69	1.1%
Engineering - Transfer	13	1.2%	68	1.1%	10	.9%	62	1.0%	18	1.6%	81	1.3%
Engineering Certificate	0	.0%	0	.0%	2	.2%	9	.1%	0	.0%	0	.0%
Engineering Tech-Biomedical	4	.4%	7	.1%	1	.1%	4	.1%	0	.0%	0	.0%
Engineering Tech-Computer Tech	0	.0%	0	.0%	0	.0%	0	.0%	1	.1%	3	.0%
Engineering Tech-Electronics	3	.3%	14	.2%	0	.0%	0	.0%	0	.0%	0	.0%
Engineering Tech-Marine	4	.4%	24	.4%	2	.2%	18	.3%	0	.0%	0	.0%
Engineering Tech-Photonics	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
Engineering Tech-UAS	22	2.0%	147	2.3%	4	.4%	19	.3%	10	.9%	76	1.2%
Engineering Tech-UGV	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%

Engineering Technology-General	1	.1%	3	.0%	0	.0%	0	.0%	2	.2%	50	6	.1%
English (Lit,Creative Writing)	3	.3%	24	.4%	2	.2%	8	.1%	5	.5%	36	6	.6%
Fine Arts, General - Transfer	7	.6%	49	.8%	7	.6%	37	.6%	12	1.1%	64	1	1.0%
Freshwater Studies-Economy	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Freshwater Studies-Economy AAS	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Freshwater Studies-General	11	1.0%	40	.6%	3	.3%	29	.5%	7	.6%	32	5	.5%
Freshwater Studies-General AAS	1	.1%	1	.0%	1	.1%	6	.1%	1	.1%	4	4	.1%
Freshwater Studies-Global	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Freshwater Studies-Global AAS	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Freshwater Studies-Science	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Freshwater Studies-Science AAS	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Fruit and Vegetable Crop Mgmt	2	.2%	11	.2%	1	.1%	3	.0%	0	.0%	0	0	.0%
General Liberal Arts and Science	112	10.2%	688	10.7%	105	9.6%	586	9.1%	91	8.3%	412	6	6.4%
General Studies	60	5.5%	567	8.8%	16	1.5%	103	1.6%	15	1.4%	77	1	1.2%
Geography - Transfer	1	.1%	6	.1%	0	.0%	0	.0%	0	.0%	0	0	.0%
History - Transfer	2	.2%	13	.2%	2	.2%	11	.2%	1	.1%	4	4	.1%
Landscaping Management	2	.2%	14	.2%	2	.2%	9	.1%	1	.1%	3	3	.0%
Law Enforcement	4	.4%	24	.4%	6	.5%	27	.4%	4	.4%	26	4	.4%
Law Enforcement Certificate II	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Legal Assistant	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Manufacturing Apprenticeship	0	.0%	0	.0%	0	.0%	0	.0%	2	.2%	11	1	.2%
Manufacturing Technology	2	.2%	6	.1%	1	.1%	3	.0%	3	.3%	12	2	.2%
Marine Technology-BSMT	20	1.8%	113	1.8%	20	1.8%	168	2.6%	24	2.2%	146	2	2.3%
Maritime Technology-Deck BSMT	84	7.7%	508	7.9%	76	6.9%	513	8.0%	67	6.1%	476	7	7.4%
Maritime Technology-Engineer	45	4.1%	207	3.2%	42	3.8%	243	3.8%	33	3.0%	195	3	3.0%
Master Automotive Technician	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Mathematics - Transfer	3	.3%	11	.2%	4	.4%	30	.5%	4	.4%	17	3	.3%
Music, General - Transfer	1	.1%	7	.1%	1	.1%	4	.1%	1	.1%	5	1	.1%
NMC - Ferris	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
NMC Postgrad/University Center	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Not Pursuing a Degree/Certif	153	14.0%	704	10.9%	134	12.2%	578	9.0%	159	14.5%	694	10	10.8%
Office Administration	1	.1%	4	.1%	0	.0%	0	.0%	0	.0%	0	0	.0%
Paramedic	0	.0%	0	.0%	0	.0%	0	.0%	2	.2%	7	1	.1%
Philosophy/Religion - Transfer	0	.0%	0	.0%	0	.0%	0	.0%	1	.1%	5	1	.1%
Physical Sciences - Transfer	2	.2%	11	.2%	0	.0%	0	.0%	2	.2%	9	1	.1%
Political Science - Transfer	0	.0%	0	.0%	2	.2%	14	.2%	2	.2%	13	2	.2%
Power Systems-BSMT	1	.1%	6	.1%	0	.0%	0	.0%	0	.0%	0	0	.0%
Practical Nursing	0	.0%	0	.0%	2	.2%	10	.2%	0	.0%	0	0	.0%
Pre-Associate Deg Nursing -LPN	5	.5%	30	.5%	6	.5%	27	.4%	4	.4%	17	3	.3%
Pre-Associate Degree Nursing	63	5.8%	419	6.5%	53	4.8%	308	4.8%	51	4.7%	339	5	5.3%
Pre-Aviation	10	.9%	51	.8%	35	3.2%	52	.8%	30	2.7%	51	8	.8%
Pre-Dental Assisting	1	.1%	7	.1%	3	.3%	12	.2%	3	.3%	15	2	.2%
Pre-Law - Transfer	1	.1%	6	.1%	1	.1%	7	.1%	2	.2%	6	1	.1%
Pre-Med, Pre-Den - Transfer	20	1.8%	115	1.8%	13	1.2%	56	.9%	18	1.6%	105	1	1.6%
Pre-Practical Nursing	7	.6%	28	.4%	3	.3%	23	.4%	7	.6%	47	7	.7%
Pre-Respiratory Therapy	2	.2%	12	.2%	0	.0%	0	.0%	1	.1%	3	0	.0%
Pre-Surgical Tech	6	.5%	46	.7%	5	.5%	40	.6%	6	.5%	35	5	.5%
Programmable Logic Controllers	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Psychology - Transfer	17	1.6%	99	1.5%	12	1.1%	67	1.0%	19	1.7%	99	1	1.5%
Renewable Energy-Electrical	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Renewable Energy-Electrical	1	.1%	11	.2%	0	.0%	0	.0%	0	.0%	0	0	.0%
Renewable Energy-HVAC	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Social Work - Transfer	17	1.6%	80	1.2%	20	1.8%	91	1.4%	15	1.4%	103	1	1.6%
Sociology	1	.1%	8	.1%	0	.0%	0	.0%	0	.0%	0	0	.0%
Surgical Technology	7	.6%	126	2.0%	6	.5%	98	1.5%	6	.5%	117	1	1.8%
Surveying	6	.5%	31	.5%	7	.6%	39	.6%	4	.4%	19	3	.3%
Technical Management Admin	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Uncrewed Aerial Systems Cert 1	1	.1%	7	.1%	3	.3%	12	.2%	8	.7%	47	7	.7%
Under Car Specialist Cert.	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Visual Communication -Transfer	4	.4%	31	.5%	0	.0%	0	.0%	2	.2%	5	1	.1%
Visual Communications	6	.5%	28	.4%	8	.7%	39	.6%	7	.6%	54	8	.8%
Viticulture	3	.3%	9	.1%	0	.0%	0	.0%	0	.0%	0	0	.0%
Web Developer I	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Web Developer II	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%	0	0	.0%
Web Developer III	0	.0%	0	.0%	1	.1%	8	.1%	0	.0%	0	0	.0%
Welding Technology	9	.8%	65	1.0%	10	.9%	49	.8%	10	.9%	52	8	.8%
Welding Technology I	3	.3%	12	.2%	4	.4%	16	.2%	3	.3%	12	2	.2%
Welding Technology II	2	.2%	12	.2%	6	.5%	24	.4%	3	.3%	12	2	.2%
World Languages - Transfer	2	.2%	9	.1%	3	.3%	11	.2%	5	.5%	26	4	.4%
Totals	1,095		6,443		1,003		5,504		995		5,462		
Percent Change					-8.4%		-14.6%		-8%		-8%		

Numbers in **red** indicate a decrease compared to last year at this time.

Click on the Program of Study to display enrollment in that program by residency, age, or sex.

All programs that are or were offered within the semester range specified are displayed. Programs that are no longer offered are displayed in **green**.

Information

The purpose of this page is to show trends in the interest students have for various programs of study and to show the TOTAL contact hours generated by students in this program (i.e. The contact hours are not limited to those in the Department or Subject). Total contact hour information is provided to show the potential impact of eliminating a program, if students the program would have attracted did not enroll in a different program at NMC.

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Records Office

Contact Hours Generated All Campuses

		Summer 2019 18-JUN-19	Summer 2020 17-JUN-20	Summer 2021 21-JUN-21	Summer 2022 20-JUN-22	Summer 2023 19-JUN-23	Pct Change
Aviation							
AVF	Aviation Flight	289	197	224	320	325	1.6%
AVG	Aviation Ground	186	148	144	167	188	12.6%
UAS	Uncrewed Aerial Systems	0	0	97	20	110	450.0%
Academic Area Totals:		475	345	465	507	623	22.9%
Business							
ACC	Accounting	166	190	156	187	120	-35.8%
BUS	Business Administration	81	150	99	108	87	-19.4%
CIT	Computer Info Technology	142	224	264	225	158	-29.8%
CUL	Culinary Arts	56	52	80	225	151	-32.9%
MGT	Management	78	102	60	75	51	-32.0%
MKT	Marketing	60	108	57	105	39	-62.9%
Academic Area Totals:		583	826	716	925	606	-34.5%
Communications							
ASL	American Sign Language	0	0	0	0	68	100.0%
COM	Communications	84	72	128	92	72	-21.7%
ENG	English	582	503	486	389	291	-25.2%
SPN	Spanish	0	0	0	40	0	-100.0%
Academic Area Totals:		666	575	614	521	431	-17.3%
Construction Technology							
CAR	Carpentry	0	0	301	0	21	100.0%
CMT	Construction Management	0	0	172	4	0	-100.0%
ELE	Electrician	0	0	0	0	0	0.0%
Academic Area Totals:		0	0	473	4	21	425.0%
Health Occupations							
HAH	Allied Health	0	57	54	42	45	7.1%
HDA	Dental Assistant	97	78	113	85	65	-23.5%
SRG	Surgical Technology	126	53	144	90	108	20.0%
Academic Area Totals:		223	188	311	217	218	0.5%
Humanities							
ART	Art	204	240	235	190	291	53.2%
AUD	Audio Technology	0	0	2	10	11	10.0%
HST	History	263	304	210	231	150	-35.1%
HUM	Humanities	0	0	0	16	13	-18.8%
MUS	Music	57	36	66	53	76	43.4%
PHL	Philosophy	257	284	222	156	178	14.1%
VCA	Visual Communication Arts	0	0	0	8	0	-100.0%
Academic Area Totals:		781	864	735	664	719	8.3%

Maritime								52
MDK	Maritime-Deck	306	348	504	462	407	-11.9%	
MNG	Maritime-Engine	219	144	204	231	163	-29.4%	
Academic Area Totals:		525	492	708	693	570	-17.7%	
Science & Math								
AST	Astronomy	18	0	26	16	0	-100.0%	
BIO	Biology	593	663	498	333	566	70.0%	
CHM	Chemistry	150	282	164	122	56	-54.1%	
ENV	Environmental Sciences	65	100	80	45	111	146.7%	
MTH	Mathematics	565	408	593	331	302	-8.8%	
PHY	Physics	55	105	70	80	100	25.0%	
Academic Area Totals:		1,446	1,558	1,431	927	1,135	22.4%	
Social Science								
ANT	Anthropology	57	78	30	57	48	-15.8%	
CJ	Criminal Justice	0	0	0	0	40	100.0%	
ECE	Early Childhood Education	105	19	15	7	32	357.1%	
ECO	Economics	213	228	174	168	168	0.0%	
GEO	Geography	0	116	125	116	102	-12.1%	
LWE	Law Enforcement	4	0	0	0	0	0.0%	
PLS	Political Science	21	81	57	66	60	-9.1%	
PSY	Psychology	198	234	228	219	303	38.4%	
SOC	Sociology	165	135	117	102	117	14.7%	
SWK	Social Work	27	3	9	21	21	0.0%	
Academic Area Totals:		790	894	755	756	891	17.9%	
Technical								
AT	Automotive Technology	0	0	0	3	0	-100.0%	
DD	Drafting and Design	3	3	0	0	0	0.0%	
EET	Electrical/Electronics Tech	30	0	3	1	0	-100.0%	
MFG	Manufacturing Technologies	7	0	0	0	36	100.0%	
WPT	Welding Process Technology	44	0	88	85	57	-32.9%	
Academic Area Totals:		84	3	91	89	93	4.5%	
Water Studies Institute								
WSI	Water Studies Institute	137	141	144	201	155	-22.9%	
Academic Area Totals:		137	141	144	201	155	-22.9%	
Report Totals:		5,710	5,886	6,443	5,504	5,462	-0.8%	

Note: This report does not include enrollment from EES sections that are cross-listed with academic sections

[Digital Dashboard - Registration](#)





Northwestern
Michigan
College

MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: June Mid-Month Update
Date: Friday, June 16, 2023

Dear Board of Trustees,

Since our May Board meeting the following are key updates:

NMC Foundation Governance

This week, we held a meeting between the Executive Committees of both the Foundation Board and the College's Board of Trustees. The joint meeting was designed with the intention to begin collaboratively shaping the MOU. It has been 8 years since the MOU was last updated, and given the new Foundation strategic plan, and a bold vision for future growth, it's simply time to be doing updating, to ensure the Foundation+College are positioned to realize our desired vision of the future. The meeting was facilitated by former College trustee and Foundation board member, Elaine Wood. It was a very productive meeting. It was part *relationship building* (simply affording the leadership of the Board of Trustees and the Foundation to gather together), part *visioning* (giving voice to our collective vision for the future), part *listening* (seeking to better understand the challenges that are keeping us from realizing our shared desired vision), and part *problem solving* (beginning to reshape the Memorandum of Understanding (MOU) to better define how we want to work together in support of our shared mission and vision). Elaine Wood will use the input we surfaced during the meeting to create a first draft, revised MOU. Jayne Mohr (Chair of the Foundation Board), Laura Oblinger (Chair of the Board of Trustees), and I will review/edit the first draft, and then forward along to the executive committees/meeting participants, with the intention of finalizing a revised MOU. Then, the Foundation's Development Committee will use the revised MOU as a starting place to update the Foundation's Bylaws and Articles of Incorporation.

Budget

Two virtual Budget Town Hall Sessions were hosted on Wednesday, June 7, with over 100 attendees. You are aware, given Troy's presentations at the Board of Trustees meetings over the past two months that a balanced budget has been developed. I am proud of the work that the College has done together to create this budget, with a relatively minimal tuition and room/board increase (well below the inflation rate level). As you know, some key highlights include:

- 3% in-district tuition increase, with a 6% rate for all others
- \$1.00 increase to the General Fee (from \$32 per contact hour, to \$33 per contact hour)
- 7% increase to East Hall and North Hall room rates (first increase since 1017), as well as a 3% increase to apartment rates; and a 5%-8% meal plan rate increase (first increase since 2015)

Consistent with our value of sound fiscal stewardship the College has undertaken the necessary 'belt tightening' to ensure a balanced budget. More importantly, looking to the future and also embracing the value of sustainability, the College is also proactively innovating and pursuing enrollment growth and revenue diversification opportunities. We clearly understand, we cannot cut our way to prosperity.

Benzie County Annexation Consideration

This week, the Board of Trustees held a Study Session. I'd like to thank the Board of Trustees for your tireless volunteer service to the College. Specifically, thank you for the time commitment and your active engagement in our Study Session, where we discussed and explored the Benzie County Annexation possibility. Your engagement in this most-strategic opportunity is helping us yield a well thought out decision about how and whether to proceed – a decision that will shape the College's future.

Some key points raised during the exploratory study session:

- be willing to take a risk
- this opportunity is being brought to us (we're not 'pursuing' it), and thus has a higher degree of local support
- if we ultimately want to become a multiple-county community college, starting with one might open the door
- this is connected to our mission (transforming lives *and* enriching our communities)
- this might impact consolidation discussions

And, we heard from Trustees who were present that there's currently overwhelming support by individual trustees to pursue this opportunity. My initial draft of 'next steps' in this exploratory phase includes:

- Laura and Nick dinner with Chris and Jim MacInnes (later this week), to better understand annexation/vote history, and Crystal Mountain's needs (as the county's largest employer)
- Nick, Laura, and Todd to meet with LCAN to communicate the BOT's considerations of their request related to annexation (and, to better understand their perspectives)
- Begin seeking early feedback and other information-gathering - e.g., County Commissioners, School Board, Benzie Chamber, etc.
- Meet with Mid Michigan College to learn about their approach (what we can learn from their experience)
- Begin building NMC business plan
- initiate economic impact study

Capital Outlay

We're hearing that there's a tentative agreement from the Governor to support the seven capital outlay projects included in the present budget - ours included. There's a tradeoff, though - no housing dollars (a new bucket of funding to support on-campus housing) or ITEM funding (we'd likely receive about \$1.2 million). Given that our capital outlay project is budgeted for \$3.25 million of state funding, this would be most advantageous to us, to pursue/receive the capital outlay funding, versus housing or ITEM funding. The word is that budget finalization is anticipated by July 1st. So, we should know soon whether this is moving forward.

Additionally, recall, while we have already earned \$3.75 million in state support for Aviation Growth Plan, the LEO budget has an additional \$2.5 million of support for NMC's Aviation Program. At this time, it's unclear what will move ahead.

Freshwater Research and Innovation Center

At the last Board of Trustees meeting, you heard from VP of Strategic Initiatives Jason Slade and Matt McDonough, CEO of Discovery Center & Pier, the pursuit to develop a joint-venture structure between NMC and Discovery Center & Pier. The intention is to develop the structure through a collaborative process between two three-person ad hoc committees, one from NMC and the other from Discovery Center & Pier. Jason Slade, Troy Kierczynski, and Trustee Rachel Johnson are representing NMC. This ad hoc committee will report their work through the Building and Site Committee, and ultimately the Board of Trustees. Last week they held their first meeting. It was a productive 'get to know you' meeting that also began to consider the possibilities and challenges. They will continue to meet to shape a proposal.

Under the joint headings of 'water' and 'innovation', I can proudly share that the College and Canadian non-profit, AquaAction are teaming up to launch the first bi-national AquaHacking Challenge for the Great Lakes. The AquaHacking Challenge is a tech innovation program focused on developing solutions to pressing freshwater issues within the Great Lakes watershed region. The program will be open to American and Canadian post-secondary students and young professionals looking for a hands-on way to apply their talent and fight the freshwater crisis. The program will culminate with the participants' pitches at this next year's Northern Michigan Startup Week.

NMC's Outstanding Alumni Award

Despite the 52-degree temperature outside, our hearts were warmed this past weekend at the Project Feed the Kids Spring Carnival, where I joined NMC's Director Alumni Engagement, Carly McCall, to award Tiffany McQueer, the organization's founder and NMC alumna with the College's Outstanding Alumni Award. Tiffany and Jerry Dobek are recipients of this year's award. A separate presentation is being planned for Jerry.

Project Feed the Kids' mission is straightforward: to help fight food insecurities in our community. The model is simple, too: food is placed in coolers, which are available 24/7 and are open to anyone who needs help. If you are in need, simply pull up to a cooler and take what you need. No questions asked. What a profoundly important mission, dedicated to feeding the hungry in our community. We're surely proud of Tiffany's caring and commitment to the betterment of our community. What an amazing alumna success story!

NMC Earns \$100,000 Lumina Grant, for Brand Strategy Development

NMC recently learned that we have earned a \$100,000 grant from the prestigious Lumina Foundation, for brand strategy development. A special recognition is due for Diana Fairbanks, Jennifer Hricik, and the PRMC Team for their initiative and hard work in pursuit of this support for a most-strategic initiative. Like a strategic plan or campus master planning process, brand strategy development will also be a comprehensive, college-wide initiative. This is the second Lumina grant to support the new enrollment marketing work of the College. It says a lot about our college and our team to get this kind of support from an organization like Lumina.

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:

- [Accreditation and DEIB](#), *Higher Ed Dive*
- [The 5 Trends that will predict the course of higher education](#), *University Business*
- [DEI: The Case for Common Ground](#), *The Chronicle of Higher Education*
- "A Sense of Community in Community Colleges," *ACCT Trustee Quarterly* (attached as PDF)

Upcoming Dates of Note

- June 26—Regular monthly Board of Trustees meeting, TJNIC 106/107
- July 24—Regular monthly Board of Trustees meeting, Parsons-Stulen 222/224
- July 26-28—MCCA Summer Conference, Grand Traverse Resort

* As a PS of sorts, I'd like to thank the Board of Trustees for your tireless volunteer service to the College. Specifically, thank you for the time commitment and your active engagement in our Study Session earlier this week, where we discussed the Benzie County Annexation possibility. Your engagement is helping us yield a well thought out decision about how and whether to proceed – a decision that will shape the College's future. Note, our next Study Session will be scheduled for September or October, potentially to include a deep dive into the DDA's TIF and its impact on NMC.

As you've heard, the Traverse City Downtown Development Authority (DDA) is eyeing an April 2024 vote on amending one or both of its tax increment financing (TIF) plans – a move that could extend the length of TIF 97. The NMC tax capture for TIF97 for FY23-24 was \$317,358, and is expected to grow to \$447,000 by 2044, if TIF97 is extended. DDA is considering a regional revenue sharing model, where NMC could see 10% returned (e.g., \$31,735 in FY23-24, increasing to \$44,700 in 2044).



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Thursday, June 15, 2023
Re: State/Federal Legislative Update

State

FY24 State Budget: Community Colleges

With the unenforceable deadline for the legislature to pass the budget (July 1) drawing near, much activity has been taking place in Lansing in recent weeks to complete work on the FY24 budget and send the bills to the Governor for her signature. Just this week, House and Senate appropriations subcommittee chairs received their target budget numbers, which will allow for House and Senate Conference Committees to meet and work on assembling a final bill. The conference committee for SB 201 (Community Colleges) includes the following members: Sen. McCann, Chair (D-Kalamazoo Valley), Sen. Irwin (D-Schoolcraft, Washtenaw), Sen. Bumstead (R-Muskegon, West Shore), Rep. Steckloff (D-Oakland), Rep. Morgan (D-Schoolcraft, Washtenaw), Rep. Kuhn (R-Macomb, Oakland).

Review the differences between the Executive, House and Senate line items here and boilerplate [here](#).

A few specific items that we have been tracking include:

- **Post-Secondary Coordinating Council:** The MCCA is working with Chair Anthony to refine the language to make the Council less of a governing body and more aligned with the work of the Office of 60 by 30 focused at post secondary attainment. The MCCA is also working to ensure that language is included that emphasizes the autonomy of local community colleges and their boards.
- **Tuition Restraint:** Tuition restraint language is likely to be retained in any final budget bill passed. The MCCA is trying to amend the language to be more in line with the House version, which would have removed any penalties associated with exceeding the tuition cap- but it is unlikely that this will make it through.
- **Michigan Achievement Scholarship:** We are working to ensure that both the contact hour (contained in the House version) and baccalaureate language (contained in the Senate version) is retained in a final budget bill.
- **Infrastructure Funding:** A deal is in the works to potentially increase and expand the scope of the ITEM funding line item. The ask is for the funding to be increased from \$58 million to \$141 million to match the proposed allocation for universities. In addition, expanding eligible uses to include security upgrades (creating ITEMS) is also under consideration.

FY24 State Budget: Labor and Economic Opportunity

In addition to the FY24 Community College Budget- we also continue to work on maintaining funding for both the Aviation Hangar project (\$2.5 million) and the Freshwater Research Center (\$100 placeholder with final funding amount TBD).

Capital Outlay

Last month, the Joint Capital Outlay Committee passed a bill that included planning authorization for our Integrated Student Services Hub project. This \$3.3 million state share, \$6.6 million total project was one of only 7 community college projects included in the bill. As we understand it, negotiations are underway with the Governor's office to potentially include passage of the capital outlay bill in conjunction with the FY24 state budget. However, we are not yet clear if this will occur.

NJTP

This week the House Higher Education Committee held a testimony only hearing on HB 4573, which would modify the wage criteria used to determine an eligible job for purposes of a program agreement (Allow for the use of the ALICE wage for the County or 175% of minimum wage) and extend a community college district's authorization to enter into new agreements, or authorize, issue or sell bonds for such a program, until December 31, 2033. NMC is supportive of this legislation and submitted both a card of support and a letter of support to the Committee. We also coordinated with Traverse Connect on a letter of support from Mr. Call.

The program was first enacted in 2010, and since then statewide 305 employers have been served by the program, 34,647 new jobs have been projected and 22 community colleges participated. For NMC, we have worked to create 1,043 jobs through 48 participating employers throughout an 8-county area. Total contract investments for NMC alone amount to over \$9.7 million dollars.

Federal

Cadets Act

The CADETS Act (S. 467 sponsored by Senator Peters with companion legislation H.R. 1227 sponsored by Congressman Bergman) is one step closer to being signed into law. In May, the legislation passed the Senate by unanimous consent and just this week, the Senate bill passed the House by a voice vote- sending it to the President for his signature. The Act will allow military veterans and non-traditional students to be eligible for compensation for agreeing to serve the United States as commissioned officers in the Navy's Strategic Sealift Officer Program upon graduation. Additionally, it addresses the current shortage of licensed officers in the U.S. Merchant Marine.

Community College Farm Bill Priorities

For the first time ever, ACCT and AACC have included the Farm bill as one of their advocacy priorities and have published their [2023 Community College Federal Farm Bill Priorities](#), which identify opportunities to better support students and key programs through this key piece of legislation.

Of interest to NMC is the "Community College Agriculture Advancement Act of 2023" which would authorize new capacity-building grants for community colleges. Specifically, this program would authorize USDA to provide assistance to two-year colleges, and to encourage collaboration between community and technical colleges and other higher education institutions. An annual authorization of \$20 million is proposed. As a result, this proposal (H.R. 3425/S. 1740) will assure a pipeline of USDA employees and agricultural workers, a reliable supply of healthy foods, and the promotion of sustainable farming methods. Given Senator Stabenow's role as Chair of the Senate Ag Committee, we have expressed our support to her of including this provision. We have also communicated the same to Congressman Bergman and asked that he write to the House Ag Committee to ask for its inclusion.

Debt Limit Deal

President Biden signed the Fiscal Responsibility Act into law on Saturday, June 3, ending the threat of a potential default on the nation's debt just two days before the June 5th deadline. The legislation sailed through the Senate without adopting any of the 11 amendments that were proposed.

The bill suspends the debt limit until January 1, 2025, makes changes to SNAP and TANF eligibility, marginally cuts federal spending, rescinds \$28 billion in unobligated COVID funding, and ends the student loan payments pause on September 1, 2023.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, May 22, 2023
Timothy J. Nelson Innovation Center
Room 106/107
1701 E. Front Street**

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, Rachel A. Johnson, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek

Trustees absent: None

Also present: President Nick Nissley, Lynne Moritz, Ed Bailey, Lindsey Lipke, Jason Slade, Matt McDonough, Mark Liebling, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Marcus Bennett, Jeff Cobb, Brady Corcoran, Christal Frost Anderson, Tony Jenkins, Michael Anderson, Stephen Siciliano, Kyle Morrison, Jennifer Hricik, Glenn Wolff

STRATEGIC FOCUS

Mission & Values in Action: Futures for Frontliners—Christal Frost Anderson, alumna, returned to NMC in Spring 2021 under the Futures for Frontliners program to complete her degree.

REVIEW OF AGENDA—The agenda was accepted as presented.

Strategic Initiatives Update: Diversity, Equity, and Inclusion—Jason Slade, Vice President of Strategic Initiatives and Marcus Bennett, Special Assistant to the President, presented the purpose statement for diversity, equity and inclusion at the college and provided an update on the strategy. With the purpose statement finalized, Bennett and the DEIB Advisory Council will turn attention to developing a survey to assess and address barriers and other objectives within the strategy.

REPORTS AND PRESENTATIONS

Program Focus: Freshwater Research & Innovation Center—Matt McDonough, CEO, Discovery Center & Pier joined Jason Slade to provide background on the Freshwater Research and Innovation Hub project. NMC’s strategic plan includes an objective to position the Great Lakes Water Studies Institute (GLWSI) as the leading center for marine and geospatial programs and technical services. The Discovery Center & Pier’s strategic plan goals and other stated goals include redeveloping the pier and campus with strong, mission-aligned partners, and supporting efforts that build the local blue economy. Slade reviewed funding secured to date and the proposal to enter a joint venture agreement between NMC and the Discovery Center and Pier. McDonough elaborated on the history of Discovery Center & Pier and their mission “to connect people of all ages, needs, and abilities to the Great Lakes through recreation, education, science, history and stewardship.” An ad hoc committee of three NMC representatives and three Discovery Pier representatives will explore a joint venture agreement and business plan for the development of a freshwater innovation center. In response to a question, Slade described the timeline for the proposed project, noting the next funding requests from both the state and federal governments will not be determined until fall 2023. McDonough estimates groundbreaking could occur in two-and-a-half years.

Faculty Report: Audio Technology Program—Jeff Cobb, Director of Music Programs, and Brady Corcoran, Audio Technology Coordinator, presented on changes and growth within the program. Cobb noted an articulation agreement with Michigan Tech University and with Charlevoix-Emmet Intermediate School District. Changes within the program include a greater emphasis on video and live performance. Audio Tech has seen a growth in enrollment, which Cobb attributed to the work of the PRMC department. Corcoran shared student projects such as Sound Bytes, which is in its second season, and emphasized how students participate in and run these events.

FY24 Budget—Vice President of Finance and Administration Troy Kierczynski provided an update on budget considerations for FY24, highlighting the economic trends and the state of higher education. Property tax revenue growth of \$1.1 million from FY23 allows and justifies a lower tuition increase for in-district students. A 3% change for in-district students and 6% change for all other residencies is proposed for the 2023-2024 academic year. Continued focus on the strategic plan yields improved revenue and expense targets for several programs and continued investment in marketing and advertising. Labor and inflation challenges remain, including difficulty hiring lower wage and specialty positions.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley provided an update on the recent testimony to the Joint Capital Outlay Subcommittee and state budget, recognizing Troy Kierczynski's work to present a balanced budget.

Board Chair Update—Chair Laura Oblinger provided an update on the campus master planning process, including the committee and communication frequency structure.

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

- Minutes of the April 24, 2023, regular meeting 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—Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation
- Executive Committee Minutes—Laura Oblinger, Chair
- Building & Site Committee Minutes—Ken Warner, Committee Chair

ACTION ITEMS

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

Housing and Board Rates for FY24—Ken Warner made a motion, seconded by Chris Bott, and the Board unanimously approved Housing and Board Rates for the 2023-2024 fiscal year as presented.

University Center Upgrades—Chris Bott made a motion, seconded by Ken Warner, the Board unanimously authorized the administration to enter into a contract with Miller-Davis Company in the amount of \$391,600, plus a 15% contingency of \$58,740, for a total authorization of \$450,340, to complete the required life safety upgrades to the existing south wing of the NMC University Center. In response to questions, Kierczynski explained the funding source and rationale for the project.

Network Server Replacements—Rachel Johnson made a motion, seconded by Doug Bishop, to authorize for administration to enter into a contract with Frontier Computer for the purchase of nine replacement network servers for \$91,809. It was noted the servers are new, not reconditioned. The motion passed with a unanimous vote.

Board Policies—On a motion by Chris Bott, seconded by Doug Bishop, the Board adopted of the following Board policies on a second-reading basis with a unanimous vote:

- A-106.01 Naming Opportunities
- C-103.00 Purposes

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 7:19 p.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Andrew K. Robitshek, Secretary



Northwestern
Michigan
College

MEMO
Office of the
President

To: NMC Board of Trustees
From: Nick Nissley, President
President's Council
Date: June 21, 2023
Subject: June 2023 Executive Summary

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

- General fund net revenue through 11 months is \$530,000 lower than this same point in time last year, however we currently project a year-end surplus of approximately \$275,000 for FY23 (before unrealized losses on our bond investments).
- Non-labor expenses are 17% higher year over year through May 31 largely due to increased advertising and marketing, a new security services contract that took effect July 1, 2022, increased offerings and related contractors paid for EES, volatile natural gas pricing, and more professional development activities post-pandemic.
- NMC has significant one-time funding opportunities advancing through the State's Fiscal Year 2024 budget, including \$3.25m for the Osterlin renovation (50% match), \$2.5m for the aviation hangar, and funding opportunities for the Freshwater Research Innovation Center.

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

- Summer contact hours were down .8% versus last summer with eight fewer students.

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

- 20.6% increase in application submissions
- 20% decrease in cost per application
- 100% positive or neutral media sentiment

Strategic Plan—Jason Slade, Vice President for Strategic Initiatives

- Strategy 4 - Community Partnerships and Engagement is on track with 4 of the 4 objectives currently classified as "green." The objectives are focused on community partnerships, workforce and technical training, Extended Educational Services optimizations, and access to needed 4-year pathways. Available metrics are updated but the close of FY23 will result in more updated data.

Foundation Report—Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation

- It's almost year-end, and we are on track to meet our adjusted goal of \$3M in funds raised!
- Of the F23 funds raised and realized, donors are impacting the following areas of the college:
 - Unrestricted gifts to the Fund for NMC - \$263,162
 - Scholarships at NMC - \$1,642,458
 - Programs and capital projects at NMC - \$1,302,986

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Tuesday, June 13, 2023
Timothy J. Nelson Innovation Center, Room 106/107**

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 9:05 a.m.

ROLL CALL

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

Trustees absent: Andrew K. Robitshek

Trustees remote: Rachel A. Johnson (via Zoom from Grand Traverse County, MI)

Also present: President Nick Nissley, Lynne Moritz, Marcus Bennett, Jason Slade, Diana Fairbanks, Todd Neibauer, Stephen Siciliano, Mark Liebling, Jennifer Hricik, Troy Kierczynski, Scott Eldridge, Jim Crowley

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION ITEMS

Chair Laura Oblinger reminded everyone of the discussions at the Board Retreat in February 2023. As the BEST Benzie County Educational Network is interested in annexing Benzie County into the college's district, the Board discussed and explored the Benzie County Annexation possibility to consider both how and whether to process. President Nick Nissley provided an overview of the opportunity. Vice President of Student Services and Technologies Todd Neibauer summarized both the informal and formal segments of the process. Stephen Siciliano, Vice President for Educational Services, shared historical context from primary resources on the successful 1995 millage renewal, unsuccessful multi-county millage that same year, successful 1999 bond election, and unsuccessful 2013 Headlee rollback. Reviewing the impact of a potential Benzie County millage, Vice President of Finance and Administration shared estimated tuition and tax revenue, as well as the value proposition to Benzie County residents. Of those present, there is currently overwhelming support by individual trustees to pursue this opportunity.

ACTION ITEMS

Closed Session—Doug Bishop made a motion, seconded by Kennard Weaver, that the Board convene in closed session as permitted by Section 8(1)(h) of the Open Meetings Act, MCL 15.268, to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act, MCL 15.243(1)(g). The motion passed with the following roll call vote: Yes—Chris Bott, Ken Warner, Doug Bishop, Kennard Weaver, Laura Oblinger; No—none; and the Board went into closed session at 10:50 a.m.

Reconvene Regular Meeting—Ken Warner made a motion by, seconded by Kennard Weaver, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Chris Bott, Laura Oblinger; No—none; and the Board reconvened in regular open session at 11:24 a.m.

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 11:28 a.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Kenneth E. Warner, Treasurer



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: June 12, 2023

Subject: Summary Report for the General Fund as of May 31, 2023

The attached reports summarize the financial results for the General Fund as of May 31, 2023. The eleventh month represents 92% of the year.

Month End Results

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

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

The general fund has year-to-date revenue over expenses of \$5,603,319. Revenue increased by 3% when comparing year-to date May 2023 to May 2022. Expenses increased by 5% when comparing year-to-date May 2023 to May 2022 primarily due to increased purchased services.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: For Spring 2023, the budget was set at 31,365 contact hours for a total budget revenue of \$6,022,546. Actual spring contact hours projected at 29,168 with projected revenue of \$5,805,319. Spring revenue is trending under budget by \$579,173.
For Summer 2023, the budget was set at 6,181 contact hours for a total budget revenue of \$1,283,754. Actual summer contact hours projected at 5,722 with projected revenue of \$1,288,801. Summer revenue is trending over budget by \$5,047.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 6% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Federal Sources consist primarily of the MARAD grants and fuel payments. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2023 reflects interest and dividend income only. Interest income is expected to nearly triple amounts earned in fiscal year 2022 due to rising interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

Expenses

- G. Salaries and benefits are tracking near budget.
- H. Overall expenses are under budget at this time due to lower supplies and other expenses.
- I. 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 2023, Period 11*

Funds	Accounts	2022-2023 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	22,001,840	20,545,365	93.38%
	Property Taxes	12,769,825	12,663,523	99.17%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	34,771,665	33,208,888	95.51%
	State Sources	10,745,000	9,440,884	87.86%
	Federal Sources	0	0	*
	Private Sources	979,765	796,110	81.26%
	Investment Income	196,000	483,065	246.46%
	Other Sources	<u>426,100</u>	<u>593,721</u>	139.34%
	Total Revenues	47,118,530	44,522,669	94.49%
60	Labor			
	Salaries & Wages	23,916,066	19,790,302	82.75%
	Benefits	<u>10,025,563</u>	<u>8,534,767</u>	85.13%
	Total Labor	33,941,629	28,325,069	83.45%
70	Expenses			
	Purchased Services	2,753,059	2,542,548	92.35%
	Supplies & Materials	3,041,584	2,532,194	83.25%
	Internal Services	103,065	50,383	48.88%
	Other Expenses	1,628,696	1,160,176	71.23%
	Institutional Expenses	1,738,804	1,740,944	100.12%
	Maintenance & Renovation	1,762,581	1,511,282	85.74%
	Prof Develop, Travel & Events	594,112	503,918	84.82%
	Capital Outlay	<u>170,000</u>	<u>200,103</u>	117.71%
	Total Expenses	11,791,901	10,241,548	86.85%
	Total Expenditures	45,733,530	38,566,617	84.33%
80	Transfers			
	Transfers	-1,385,000	352,733	-25.47%
	Total Transfers	<u>-1,385,000</u>	<u>352,733</u>	-25.47%
	Total Expenditures and Transfers	44,348,530	38,919,350	87.76%
	Net Revenues over (under) Expenditures	2,770,000	5,603,319	



**Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
May 2023 vs. May 2022**

INTERIM
This statement does not
reflect year-end results.

	YTD 5/31/2023	YTD 5/31/2022	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 20,545,365	\$ 20,367,789	\$ 177,576	1%	Consistent with prior year; increases in flight fee revenue and EES revenue partially offset by lower tuition revenue
Property Taxes	12,663,523	11,961,582	701,941	6%	Primarily due to overall increases in taxable values
Total Local Sources	33,208,888	32,329,371	879,517	3%	
State Sources	9,364,946	9,525,490	(160,544)	-2%	Primarily due to State's 201e One-Time Operational Support payment received in FY22; partially offset by higher state appropriations received in FY23
State PPT Reimbursement	75,938	78,239	(2,301)	-3%	Consistent with prior year
Federal Sources	-	12,600	(12,600)	-100%	Marine center grant and Partners in America grant received in FY22
Private Sources	796,110	764,307	31,803	4%	Timing of Foundation gifts
Investment Income	483,065	159,628	323,437	203%	Higher interest/dividends recognized in FY23 than in FY22
Other Sources	593,721	429,720	164,001	38%	Primarily due to higher Marine Center revenue, Lobdell's revenue, NJTP administrative fee revenue, and GLMA billing for providing cruise time to external maritime students
Total Revenue	44,522,669	43,299,355	1,223,313	3%	
Expenses					
Salaries and Wages	19,790,302	19,498,053	292,249	1%	Consistent with prior year
Benefits	8,534,767	8,565,045	(30,278)	0%	Consistent with prior year
Purchased Services	2,542,548	1,983,494	559,054	28%	Primarily due to higher EES instructor expenses as activity picks up in FY23, higher security expenses, and higher advertising expenses
Supplies & Materials	2,532,194	2,240,544	291,650	13%	Primarily driven by the timing of aviation fuel purchases and software purchases/renewals in FY23
Internal Services	50,383	32,846	17,537	53%	Timing of internal events/charges including more onsite employee/campus events in FY23
Other Expenses	1,160,176	1,174,373	(14,197)	-1%	Consistent with prior year
Institutional Expenses	1,740,944	1,403,741	337,203	24%	Primarily due to timing of rebates received in FY22, higher heating fuel expenses in FY23 and timing of utilities and insurance expenses
Maintenance & Renovation	1,511,282	1,405,796	105,486	8%	Primarily due to timing of NMC equipment maintenance expenses and facilities maintenance expenses; partially offset by timing of renewals of software maintenance contracts
Professional Development	503,918	351,904	152,014	43%	Timing of professional development fees and reimbursements
Capital Outlay	200,103	160,826	39,277	24%	Timing of COAT purchases
Total Expenses	38,566,617	36,816,622	1,749,995	5%	
Transfers	352,733	348,917	3,816	1%	Aviation flight hours transfer
Total Expenses & Transfers	38,919,350	37,165,539	1,753,811	5%	
Net Revenue Over (Under) Expenses	\$ 5,603,319	\$ 6,133,816	\$ (530,498)	-9%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
May 2023 vs. April 2023**

INTERIM

This statement does not
reflect year-end results.

Revenue	YTD 5/31/2023	YTD 4/30/2023	May 23 Activity	Apr 23 Activity	Comments
Local Sources:					
Tuition & Fees	\$ 20,545,365	\$ 19,389,508	\$ 1,155,857	\$ 1,949,885	Lower spring tuition allocation in May than in April (4 weeks spring tuition in April vs. 1 week spring tuition in May); partially offset by higher summer tuition allocation in May (no summer tuition allocation in April)
Property Taxes	12,663,523	12,659,188	4,335	889,442	Timing of tax collections received
Total Local Sources	33,208,888	32,048,696	1,160,192	2,839,327	
State Sources	9,364,946	8,149,849	1,215,097	1,129,145	MPSERS offset payments received in May (none received in April)
State PPT Reimbursement	75,938	75,938	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	796,110	793,985	2,125	-	- Consistent with prior month
Investment Income	483,065	420,875	62,190	16,466	Higher investment interest income received in May
Other Sources	593,721	580,133	13,588	126,031	Primarily due to timing of NJTP administrative revenue and purchasing card rebate received in April and timing of Lobdell closure for the spring semester (no Lobdell revenue in May)
Total Revenue	44,522,668	42,069,476	2,453,192	4,110,969	
Expenses					
Salaries and Wages	19,790,302	17,894,847	1,895,455	1,837,582	Consistent with prior month
Benefits	8,534,767	7,736,256	798,511	766,279	Consistent with prior month
Purchased Services	2,542,548	2,208,968	333,580	299,532	Primarily due to higher food service expenses as GLMA cruises begin and higher legal fees in May; partially offset by lower purchased service expenses in May
Supplies & Materials	2,532,194	2,215,977	316,217	280,380	Primarily due to timing of aviation fuel purchases; partially offset by timing of class fee related expenses
Internal Services	50,383	35,503	14,880	1,833	Timing of internal events/charges
Other Expenses	1,160,176	1,025,907	134,269	110,074	Consistent with prior month
Institutional Expenses	1,740,944	1,575,571	165,373	173,488	Consistent with prior month
Maintenance & Renovation	1,511,282	1,369,254	142,028	158,597	Consistent with prior month
Professional Development	503,918	458,894	45,024	72,759	Timing of professional development expenses
Capital Outlay	200,103	194,810	5,293	13,482	\$5,293 Tenant Sale and Service Co (T300E Floor Scrubber)
Total Expenses	38,566,617	34,715,987	3,850,630	3,714,006	
Transfers	352,733	352,733	-	-	- Aviation flight hours transfer
Total Expenses & Transfers	38,919,350	35,068,720	3,850,630	3,714,006	
Net Revenue Over (Under) Expenses	\$ 5,603,318	\$ 7,000,756	\$ (1,397,438)	\$ 396,963	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2023
As of 6/8/2023

INTERIM
This statement does not reflect
year-end results.

	FY22 Actual	FY 23 Budget	YTD 6/8/2023	FY 23 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 20,501,108	\$ 22,001,840	\$ 20,648,696	\$ 21,836,876	(164,964)	Contact hours for Fall 22 + Spring 23 were 62,621 vs. budgeted 66,393 (5% under budget) and PY of 68,228 (7.5% actual decline from AY21-22). Partially offset by flight fee revenue from the Aviation program.
Property Taxes	11,961,680	12,769,825	12,663,523	12,663,523	(106,302)	Below budget due to higher than expected abatements for TIF and Brownfield
Total Local Sources	32,462,788	34,771,665	33,312,219	34,500,399	(271,266)	
State Sources	13,079,568	10,600,000	8,957,218	10,738,758	138,758	In line with budget
State Property Tax Reimbursement	183,427	145,000	75,938	156,477	11,477	In line with budget
Federal Sources	21,100	-	-	-	-	GLMA direct funding and fuel reimbursements are now recognized in restricted funds
Private Sources	1,230,624	979,765	796,110	1,174,477	194,712	Trending above budget; represents program and operational support from the NMC Foundation
Dividend and Interest Income	172,479	196,000	483,065	544,722	348,722	Stronger returns are expected due to rapidly rising short-term rates and the College's short-term strategy investing in liquid money market and commercial paper at prevailing rates.
Unrealized Gain (Loss) on Investments	(1,891,082)	-	-	-	-	Not projected due to volatility of unrealized gains/losses. See quarterly investments memo.
Other Sources	511,087	426,100	597,010	649,577	223,477	Increase in special event and other sales, including culinary services and Maritime Technology
Total Revenue	45,769,991	47,118,530	44,221,559	47,764,410	645,880	
Expenses						
Salaries and Wages	22,874,809	23,916,066	20,775,114	23,867,928	(48,138)	Currently trending slightly below budget
Benefits	11,375,541	10,025,563	8,939,403	9,991,110	(34,453)	Benefits are trending under budget due primarily to healthcare cost experience in our self-insured plan. Also, retirement costs are trending lower than expected due to more newly eligible FT employees opting for the State pension alternative (defined contribution plan) vs. the MPSERS pension plan.
Purchased Services	2,364,932	2,753,059	2,577,380	3,013,988	260,929	Trending above budget mainly due to increased advertising, security, & food service expenses
Supplies & Materials	2,648,865	3,041,584	2,582,879	3,012,142	(29,442)	Less consumption of supplies due to remote instruction and electronic communications
Internal Services	55,452	103,065	52,207	57,944	(45,121)	Increase in internal revenues and expense activity
Other Expenses	1,285,310	1,628,696	1,165,038	1,440,491	(188,205)	Continued savings in non-PD events
Institutional Expenses	1,624,503	1,738,804	1,750,343	2,012,797	273,993	Currently trending over budget primarily due to volatility in natural gas pricing
Maintenance & Renovation	1,841,957	1,762,581	1,523,364	1,829,051	66,470	Maintenance of software and equipment trending close to budget
Professional Development	424,914	594,112	512,584	608,057	13,945	Expenses in line with budget for PD events and travel but increasing from FY22 to FY23 as PD activity returns to normal
Capital Outlay	165,125	170,000	200,103	200,103	30,103	
Total Expenses	44,661,408	45,733,530	40,078,413	46,033,610	300,080	
Transfers Out (In)						
Plant Fund - General Maintenance	1,292,826	1,170,000	-	1,170,000	-	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	-	40,000	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	473,405	400,000	352,733	470,310	70,310	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Bd Designated - Strategic Projects	250,000	250,000	-	250,000	-	Budgeted transfer for strategic projects
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted Fund - GLMA Direct Support	(766,432)	(1,000,000)	-	(1,000,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Program Specific	(80,627)	(25,000)	-	(25,000)	-	
Total Transfers	1,759,172	1,385,000	352,733	1,455,310	70,310	
Total Expenses & Transfers	46,420,580	47,118,530	40,431,145	47,488,920	370,390	
Net Revenue Over (Under) Expenses	\$ (650,589)	\$ -	\$ 3,790,414	\$ 275,489	\$ 275,489	



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 6-16-23

Subject: May 2023 Monthly Report

In May we continued to optimize our paid campaigns and saw a 20.6% increase in application submissions and a 20% decrease in cost per application. The Culinary Maritime continues to be the strongest performing individual program campaign. We will continue to balance maintaining the highest reach with application generation. Earned media was strong with increased MOM coverage and 100% positive/neutral media sentiment. News stories that received the highest coverage or reach include [NMC offering three new certificates next spring](#) and several mentions in the Record-Eagle's [Momentum 23](#) publication on the economy. May was a very strong month for shared media which benefits from an increase in paid social ads. Highest performing posts include International Nurses Day and commencement. Owned media focused on the final edits of the June Nexus. NMC Public Relations, Marketing and Communication key performance indicators for May 2023 include:

Paid Media ↑

- Leads (RFI): 237
- Applications: 170
- Accounts: 111

Earned Media ↑

- Media mentions: 120
- Positive/neutral sentiment: 100%
- Publicity value: \$104k

Owned Media -

- Final edits on June Nexus

Shared Media ↑

- Facebook followers: +7% YOY
- Facebook engagement: +116% YOY
- Instagram followers: +14% YOY
- Instagram engagement: +50% YOY



Northwestern
Michigan
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Board of Trustees

nmc.edu/trustees
(231) 995-1010
trustees@nmc.edu



NORTHWESTERN MICHIGAN COLLEGE
FOUNDATION

Board of Directors

nmc.edu/foundation
(231) 995-1021
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**NMC Board of Trustees Executive Committee and
NMC Foundation Board Executive Committee
JOINT STUDY SESSION
MINUTES**

Monday, June 12, 2023
at Timothy J. Nelson Innovation Center, Room 106/107
1701 East Front St

CALL TO ORDER—Laura Oblinger, Chair of NMC Board of Trustees and the Board of Trustees’s Executive Committee, called the meeting to order at 9:01 a.m.

COMMITTEE MEMBERS PRESENT—Laura Oblinger, Rachel Johnson, Chris Bott, Jayne Mohr, Pat Warner, Debbie Edson, Steve Fisher, Chris Lamb, Fran Gingras, Nick Nissley, Jennifer Hricik

OTHERS PRESENT—Elaine Wood, Amanda Gower, Lynne Moritz

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public comment offered.

DISCUSSION: Memorandum of Understanding—*Elaine Wood, Facilitator*

Participants introduced themselves and their roles. Oblinger and Mohr, Chair of NMC Foundation Board, provided introductory comments regarding the objective of the study session. Elaine Wood began the facilitated discussion by reviewing assumptions of the group. There was discussion regarding clarity of governance and the shared understanding of the relationship between the college and foundation. Discussion also focused on enhancing the relationship and updating the MOU to accurately represent that relationship. The current MOU was reviewed to identify areas of needed clarification.

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

- Wood to draft an updated MOU and solicit edits from Oblinger, Mohr, and Nissley.
- A second draft will then be shared with both executive committees for review.

ADJOURNMENT—The meeting adjourned at 12:05 p.m.

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

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
June 8, 2023
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 1:30 p.m.

Members Present: Kennard Weaver, Andy Robitshek

Members Absent: Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Jennifer Hricik, Lindsey Lipke

Attending Remotely: Troy Kierczynski, Vicki VanDenBerg, Miranda Presley, Steve Fisher

Annual Audit Planning

The meeting of the committee was rescheduled from June 1, 2023, as a quorum was not present at the proposed time of the meeting. Interim Associate Vice President of Resource Development and Executive Director of the NMC Foundation Jennifer Hricik and NMC Foundation Board Treasurer Steve Fisher attended to ensure greater collaboration and understanding between the audit of the college and the audit of the foundation. Vicki VanDenBerg, of Plante Moran, introduced herself and the other members of the Plante Moran Audit and Tax Team that will be working on the NMC and NMC Foundation audits for fiscal year 2023. VanDenBerg and Presley reviewed the audit process, reporting and responsibilities, and new audit standards.

Regarding the scope of the audit, the committee provided input on any audit items that may warrant greater attention from the Plante Moran team. Trustee Kennard Weaver asked for comments on the operating and capital reserves, to assess if they are adequate compared to other community colleges' reserves. Weaver also emphasized that all communications about the results of the audit and any material questions arising should go directly to the Board of Trustees. The auditors agreed to perform a review of the adequacy of the operating and capital reserves, with a comparison to reserves maintained by other community colleges. Trustee Andy Robitshek also asked for Plante Moran's input on anything other colleges are doing that NMC is not.

Government Accounting Standards Board (GASB) audit standard changes for FY23 include GASB 96, which addresses subscription-based information technology arrangements; VanDenBerg noted implementation of GASB 96 is in progress at NMC and minimal impact is anticipated.

In October, auditors will meet with the NMC Foundation Finance & Audit Committee before meeting again with the Board of Trustees Audit Committee. VanDenBerg also shared Plante Moran's peer review report, for which Plante Moran received a rating of "pass."

Other Discussion

Weaver noted that to correspond with Steve Fisher's attendance at today's meeting, the Foundation Board has also asked that as chair of the Board of Trustees Audit Committee, Weaver will join the Foundation Finance & Audit Committee meetings as well.

Public Input—There was no public comment offered.

The meeting was adjourned at 1:48 p.m.

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

Northwestern Michigan College
Board of Trustees
Building & Site Committee Minutes
June 13, 2023
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

Campus Master Plan

The steering committee has been formed and monthly meeting dates have been set through March 2024, with the first meeting occurring on Monday, June 19, 2023. Information is being submitted to Tower Pinkster for the utilization study portion of the project. The Building and Site Committee will be apprised of developments during monthly committee meetings, which have also been scheduled through March 2024. In addition, a core project team (Kierczynski, Slade, Ed Bailey, and Patrick Quinlan) has begun meeting biweekly and is coordinating stakeholder meetings as part of the process. An update was provided on assessing the use and opportunities of culinary institute facilities and ideas for engaging community stakeholders throughout the process, including a public facing website, were brainstormed.

Aviation Hangar Expansion

It is anticipated that recommendations will come to the Board of Trustees in August for both an architect and a construction manager for the project. There was discussion regarding the steps of the process and ensuring that any steps requiring Board approval can be coordinated through special meetings so as not to delay developments until monthly meetings of the full Board. For funding, the college is still awaiting news on the state budget.

Freshwater Research Innovation Center (FRIC)

The first meeting of a committee to consider a joint venture between NMC and Discovery Center Pier was held recently.

Other Discussion

Kierczynski provided an update on outdoor electrical lighting and sprinklers issues at the University Center created by the Boardman Lake TART Trail project, noting they are being resolved. The extended lease with Greenspire High School has been signed and the related fire suppression project is underway.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:37 p.m.

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

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

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on June 26, 2023, at 5:30 p.m. at the Timothy J Nelson Innovation Center at Northwestern Michigan College’s main campus in Traverse City, Michigan.

The meeting was called to order by _____.

Present: _____

Absent: _____

The following preamble and resolution were offered by Member _____ and supported by Member _____.

WHEREAS, the Board of Trustees by resolution of June 26, 2023 proposes a total authorized levy not to exceed **2.06 mills** within the district for operating purposes for fiscal year 2023-2024; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.06 mills** for operating purposes in fiscal year 2023-2024 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 26, 2023 at 5:30 p.m. in the Timothy J Nelson Innovation Center of Northwestern Michigan College to receive comments from the public regarding the proposed budget; and the budget document contains the requisite “Truth in Budgeting Act.”

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2023-2024 the total millage rate not to exceed **2.06 mills**, shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: _____

Nays: _____

Resolution declared adopted.

Andrew K. Robitshek, Board of Trustees Secretary

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on June 26, 2023, 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).

Andrew K. Robitshek, Board of Trustees Secretary



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: June 21, 2023
Subject: Academic Year 2023-2024 Tuition Rate Recommendations

Below are the proposed academic year 2023-2024 tuition rates for the Board of Trustees' approval.

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

General Tuition – 3% In-District Change / 6% Out-of-Area

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$ 118.00	\$ 122.00	\$4.00	\$96.00
Out of District	\$ 246.00	\$ 261.00	\$15.00	\$360.00
Out of State	\$ 320.00	\$ 340.00	\$20.00	\$480.00
International	\$ 361.00	\$ 383.00	\$22.00	\$528.00

Tier I – 3% In-District Change / 6% Out of Area

Automotive, Audio Tech, Construction Tech, Dental Assist., Law Enforcement, Nursing, Surgical Tech and Surveying
 Note: Tuition for the law enforcement program will be assessed at \$147/contact hour for all cadets regardless of residency. See accompanying memo for more detail.

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$142.00	\$147.00	\$5.00	\$120.00
Out of District	\$282.00	\$299.00	\$17.00	\$408.00
Out of State	\$365.00	\$387.00	\$22.00	\$528.00
International	\$413.00	\$438.00	\$25.00	\$600.00

Tier II – 3% In-District Change / 6% Out of Area

Culinary

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$164.00	\$169.00	\$11.00	\$264.00
Out of District	\$315.00	\$334.00	\$19.00	\$456.00
Out of State	\$420.00	\$445.00	\$25.00	\$600.00
International	\$475.00	\$504.00	\$29.00	\$696.00

Tier III – 6% change*Maritime and 300+ Level Courses****Note: Maritime program charges by credit hour*

Category	Current Rate Per Contact** Hour	Proposed Rate	Change	Annual Impact*
In-District	\$481.00	\$510.00	\$29.00	\$696.00
Out of District	\$481.00	\$510.00	\$29.00	\$696.00
Out of State	\$481.00	\$510.00	\$29.00	\$696.00
International	\$528.00	\$560.00	\$32.00	\$768.00

General Fee – 3% Change

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
Maritime, Nursing	\$22.00	\$23.00	\$1.00	\$24.00
All Other Programs	\$32.00	\$33.00	\$1.00	\$24.00



Northwestern
Michigan
College

Memo

To: Nick Nissley, President
From: Troy Kierczynski, VP of Finance & Administration
 Stephen Siciliano, VP for Educational Services
Date: June 22, 2023
Subject: Law Enforcement Tuition Structure Change

Background

In effort to boost hiring of local police officers and reduce financial barriers for training, the State awarded \$30,000,000 to the Michigan Commission of Law Enforcement Standards (MCOLES) back in fall 2022 for grants to law enforcement agencies to sponsor basic law enforcement training academy scholarships and salaries for employed recruits. Each law enforcement agency is allowed 25 scholarships of up to \$24,000 per recruit for academy costs and for salaries while attending an academy. Scholarships are awarded to law enforcement agencies on a first-come, first-served basis, and the funding pool is available until September 30, 2026 or until the funds are exhausted.

As a result of this new training program, law enforcement agencies are now the primary drivers and providers of program enrollment for the foreseeable future. The agencies are demonstrating increased sensitivity to program cost and duration, particularly as part of each agency scholarship may also be spent by the agency on salaries and wages for new recruits. This new dynamic is forcing unprecedented competition and new recruiting strategies among police academies in Michigan.

Most community college police academies have eliminated tuition differentials relating to residency. With the goals of increasing our Police Academy enrollment and remaining a competitive program statewide, we recommend the following tuition changes specific to the NMC Police Academy, as proposed in the tuition rate recommendation memo:

- Shift rates from 'General' to our differential Tier 1 and eliminate course fees
- Assess in-district Tier 1 rate regardless of residency (\$147/contact)

We believe these changes will address a significant workforce need in our local communities by providing an immediate boost in our Police Academy enrollment.

Absent these changes, we anticipate stagnant growth due to our uncompetitive rate structure.

While the proposed changes are cost neutral for in-district students, out-of-district students (or more likely the sponsoring agency) would save \$7,147 under the new structure. Total program cost for the NMC Police Academy for all recruits would be as follows for academic year 2023-2024, excluding room and board:

	<u>Rate</u>	<u>Units</u>	<u>Price</u>
Tuition	\$ 147	47 contact hrs.	\$ 6,909
General Fee	\$ 33	47 contact hrs.	\$ 1,551
Health Fee	\$ 40	1 semester	\$ 40
Course Fees	\$ -	Per course	\$ -
Textbooks	\$ 357	estimated	\$ 357
Uniforms/Equip	\$ 700	estimated	\$ 700
		Total Program Cost	\$ 9,557

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

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on June 26, 2023, at 5:30 p.m. at the Timothy J Nelson Innovation Center on Northwestern Michigan College’s main campus in Traverse City, Michigan.

The meeting was called to order by _____.

Present: _____

Absent: _____

The following preamble and resolution were offered by Member _____ and supported by Member _____.

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2023-2024. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2023-2024 is as follows:

Revenue	<u>\$48,929,163</u>
---------	----------------------------

BE IT FURTHER RESOLVED that **\$48,929,163** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in Exhibit 1 of the budget.

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

Ayes: _____

Nays: _____

Resolution declared adopted.

Andrew K. Robitshek, Board of Trustees Secretary

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on June 26, 2023, 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).

Andrew K. Robitshek, Board of Trustees Secretary



Northwestern
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MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President Finance and Administration
Date: June 19, 2023
Subject: Request for Blanket Purchase Orders for FY24

Board Authorization Requested

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

Background / Scope of Work

Attached is a spreadsheet listing vendors with whom we do significant amounts of business each academic year. The spreadsheet shows:

- Amounts requested for blanket POs for FY23
- Amounts spent against the approved blanket POs year to date as of June 7, 2023
- Estimated blanket PO amounts for FY24

Source of Funds

These types of expenditures are primarily operational in nature (i.e., utilities, insurance, supplies, maintenance agreements, fuel purchases, etc.). They have been included in the fiscal 2024 budget in various line items such as Purchased Services, Institutional Expenses, and Supplies and Materials. Most of these expenses are paid in one payment and exceed \$35,000, which is the level requiring Board approval. This procedure does not preclude nor override the bid process as outlined in our policies.

FY24 Blanket Purchase Orders		6/7/2023		
<u>CURRENT VENDOR</u>	<u>SERVICE</u>	<u>FY23 YTD</u>	<u>FY23 BLANKET PO</u>	<u>FY24 BLANKET PO</u>
Multi Service/Arrow Energy/AV Fuel/Epic	Aviation Fuel	\$346,000	\$300,000	\$350,000
ATI Attraction Marketing	Nursing Testing	\$74,000	\$65,000	\$75,000
AT&T	Telephone Service	\$42,000	\$60,000	\$60,000
Blarney Castle	Onsite Vehicle Fuel	\$29,000	\$65,000	\$45,000
Blackbaud	Fundraiser Data Base	\$65,000	\$65,000	\$65,000
Bonek Insurance	Maritime & Liquor License Insurance	\$66,000	\$70,000	\$70,000
Cessna Aircraft Co.	Aircraft Supplies	\$60,000	\$55,000	\$65,000
Charter	Cable- Internet	\$83,000	\$100,000	\$100,000
Northwest Regional Fire Training Center	GLMA Fire Training	\$33,000	\$0	\$45,000
The Great Lakes Towing Company	Tug Lease	\$35,000	\$0	\$40,000
Crystal Flash/Blarney Castle	Ship Fuel	\$583,000	\$350,000	\$600,000
August Schell	Software	\$37,000	\$0	\$40,000
Merit Networks	Internet Service Provider	\$50,000	\$0	\$50,000
Dell Computers	Computer Purchases	\$41,000	\$150,000	\$150,000
STT	Security Services	\$567,000	\$585,000	\$600,000
DTE	Natural Gas Transportation	\$150,000	\$150,000	\$160,000
Ellucian	Software Licensing and Services	\$337,000	\$300,000	\$350,000
EPS	Alarm Monitoring	\$31,000	\$60,000	\$35,000
Lipari	Hawk Owl Café	\$0	\$0	\$60,000
Gordon Food	Hawk Owl Café	\$190,000	\$200,000	\$200,000
GT County/Traverse City	Water	\$62,000	\$65,000	\$65,000
GT County/Traverse City	Sewer	\$55,000	\$65,000	\$65,000
TrendyMinds	Digital Advertising/Management Fee's	\$328,000	\$0	\$450,000
Steve Hogan	Food Service for Ship	\$344,000	\$320,000	\$350,000
Applied Imaging	Copiers Maintenance	\$25,000	\$40,000	\$35,000
MCCRMA	Comprehensive Insurance	\$229,000	\$250,000	\$250,000
Michigan State University	Contractual Services	\$58,000	\$60,000	\$60,000
Munson Medical Cener	Joint Appts, cerner education,CPR costs & supplies	\$27,000	\$35,000	\$35,000
Northern Strategies	Advocay Communications	\$48,000	\$50,000	\$50,000
Compass Minerals/ Nichols	Road Salt/Ice Melter	\$30,000	\$40,000	\$40,000
Oracle	Data Base Software Support	\$90,000	\$100,000	\$100,000
Sequent Energy	Natural Gas	\$337,000	\$300,000	\$350,000
SET-SEG	Workers Compensation	\$40,000	\$50,000	\$50,000
Sysco	Hawk Owl Café	\$36,000	\$45,000	\$45,000
Superior Foods	Culinary Food	\$45,000	\$60,000	\$60,000
TC/Consumers/Cherryland	Electric Power	\$665,000	\$800,000	\$800,000
TouchNet	Software	\$88,000	\$90,000	\$90,000
US Postal Service	Postage	\$80,000	\$150,000	\$100,000
TOTALS:		\$5,406,000	\$5,095,000	\$6,155,000



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
 Patrick Quinlan, Director of Campus Services
Date: June 19, 2023
Subject: Parking Lot Repair – Summer 2023

This document is intended to provide an overview and recommendation for the 2023 parking lot repair and maintenance.

Recommendation

Recommend authorization for administration to enter into a contract with Quality Sealcoating, Inc. in the amount of \$83,229 to complete the work described in the scope of this project.

Background/Scope of Work

This scope of work will include crack fill, asphalt repair, spider crack repair, seal coating, and/or striping the following lots: Aspen, Birch, Cedar, Chestnut, Dogwood, Pine, Poplar, Aviation Ramp, Great Lakes Campus, North Hall, and all campus crosswalks.

Bid Analysis

Company	Location	Amount
Quality Seal Coating, Inc	South Boardman, MI	\$83,229
Michigan Asphalt Sealcoating Company	DeWitt, MI	\$99,200
Grand Traverse Sealcoating & Striping	Lake Ann, MI	\$91,686



Northwestern
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MEMO
Administrative
Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Don Loeffler, Purchasing Manager
Date: June 6, 2023
Subject: **FY24 - FY26 Snow Removal Contract**

This document provides an overview and recommendation for the selection of a provider for snow removal for the three year period covering FY24 - FY26 for all NMC's campuses.

Recommendation

Authorize the administration to enter into a contract with Quality Seal Coating for snow removal for the FY24, FY25, & FY26 school years. The not to exceed amount for each of the three years is \$175,000. This cost is built into the appropriate annual operating budget of the college. We would be their prime account and any other snow removal work they do would be secondary to NMC's requirements.

Background

Every three years, the college accepts bids for snow removal. In the RFP, we ask for a "not to exceed" amount per winter to limit the college's exposure when dealing with something as uncontrollable and unpredictable as snow fall. The not to exceed amount is based on the type of equipment each contractor has and the rate per hour, per piece of equipment. Therefore, each contractor supplies both an equipment list and hourly rates with their bid. Through the RFP process, the college also stipulates that each contractor is to complete snow removal no later than by 6:00 a.m.

Bid Analysis

Company	Location	Amount
Elmers Crane & Dozer Inc.	Traverse City, MI	202,000
T. Basch Inc.	Traverse City, MI	175,625
Quality Seal Coating	Kalkaska, MI	175,000



Northwestern
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College

MEMO
President's Office

To: Laura J. Oblinger, Chair
Board of Trustees

From: Nick Nissley, President

Date: June 15, 2023

Subject: Closed Session Request

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