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# Board of Trustees

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

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

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

## Meeting Agenda

Monday, July 24 2023  
at Parsons-Stulen  
Room 222/224  
2600 Aero Park Drive

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

### II. STRATEGIC FOCUS

- E. Institutional Distinction and Sustainability—*Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President of Finance and Administration*

### III. REPORTS AND PRESENTATIONS

- F. Program Focus: Aviation—*Alex Bloye, Director*
- G. Faculty Report: College Edge—*Becca Richardson, Mathematics Instructor, Sarah Montgomery-Richards, Adjunct Instructor, Philosophy*

### 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

- H. President's Update—*President Nick Nissley*
- I. Board Chair Update—*Laura Oblinger, Chair*



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July 24, 2023 Meeting Agenda  
Page 2

**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:

- J. Minutes of the June 26, 2023, regular meeting and closed session
- K. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- L. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- M. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- N. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- O. Executive Committee Minutes—*Laura Oblinger, Chair*
- P. Building & Site Committee Minutes—*Ken Warner, Committee Chair*

**VII. ACTION ITEMS**

- Q. **Foundation Board Appointments** (Pursuant to NMC Foundation Bylaws)  
Recommend approval of the appointments of Matt Desmond and Peg Jonkhoff to the NMC Foundation Board, as well as the reappointments of Don Coe, Steve Fisher, Diana Milock, Jayne Mohr, Pat Warner, and Jim Weigand; all terms are for three fiscal years, ending June 30, 2026.
- R. **Parking Lot Repair** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to enter into a contract with Reitaliano's Asphalt and Concrete Service & Repair in the amount of \$88,900 to repave Pine Parking Lot, to be funded by Apartment Reserves.
- S. **Network Server Replacements** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to enter into a contract with Frontier Computer for the purchase of eight replacement network servers for \$81,608, to be funded by the Plant Fund Reserves.
- T. **Security Camera Server System Replacement** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to enter into contract with People Driven Technologies for the replacement of the Security Camera Server System and some cameras at a cost of \$278,145.00, to be funded by the Plant Fund Reserves.

**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.



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July 24, 2023 Meeting Agenda  
Page 3

### IX. ADJOURNMENT

**Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

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 (3<sup>rd</sup> Monday)  
 December 11, 2023—Timothy J. Nelson Innovation Center, Room 106/107 (2<sup>nd</sup> 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 (3<sup>rd</sup> Monday)  
 April 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107  
 May 20, 2024—Timothy J. Nelson Innovation Center, Room 106/107 (3<sup>rd</sup> Monday)  
 June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

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**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** July 17, 2023  
**Subject:** Strategic Initiatives Update: *July 24, 2023 Board of Trustees Meeting*  
 Topic: ***Strategy 5 - Institutional Distinction and Sustainability***

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**Strategy 5 - Institutional Distinction and Sustainability:** Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities. (*Champion: Troy Kierczynski*)

*Summary:* Strategy 5 focuses on NMC's distinctive programs with objectives centered around their long-term sustainability and growth. Activities in this strategy include:

- expansion of the Aviation program
- positioning of the Great Lakes Water Studies Institute (GLWSI) as a leader for marine and geospatial programs and professional training
- execution of the Great Lakes Culinary Institutes's (GLCI) "reimagining" plan, and the strategic plans for the International Affairs Forum (IAF), Dennis Museum Center (DMC), and WNMC radio station
- deployment of a unique maritime/culinary certificate leveraging existing expertise

## ***Highlights and Successes:***

- Objective 1 (Aviation to execute its expansion plan to increase enrollment and annual net revenue):
  - One additional training aircraft has been acquired and integrated into the fleet. Second on backorder (expected Sept 2024).
  - Engaging with Plante Moran CRESA for early consulting and representing NMC through the procurement and planning process for an architect, engineering, and construction manager. Tentative date for groundbreaking would be late spring 2024.
  - FY23 will end as Aviation's highest year ever for both flight hours and gross revenue.
- Objective 2 (GLWSI will leverage its assets and location to become a leading marine center):
  - The State of Michigan awarded the Freshwater Research and Innovation Center (FRIC) \$15 million towards the development of the center. NMC and Discovery Pier have been developing a joint-venture agreement and governance structure. This development will greatly increase the visibility of the GLWSI at a national level and diversify NMC's role in water-technology innovation.
  - A binational water technology innovation competition will be launched in September - AquaHacking Great Lakes Challenge. This ties directly into developing start-up, water-based companies for FRIC and NMC.
  - The Lakebed 2030 Conference is scheduled for September 19-21, 2023 at the Great Lakes Campus. This year's event is being held in conjunction with the Smart Ships Coalition, focused on autonomous marine technologies. Target attendance is 175.
- Objective 3 (GLCI will update curriculum, increase enrollment, and maximize space utilization to decrease deficit):
  - Program restructuring (8-week courses) and marketing efforts have resulted in increased enrollment: up 37% from this time last year in contact hours with over a month left for fall registration.
  - Deficit for FY23 has been reduced to below \$66K, meeting the objective.

- Efforts continue in identifying revenue enhancing opportunities to assist the program.
- Objective 4 (DMC will execute the key financial stewardship initiatives from their Strategic Plan):
  - Grant activity continues to be successful with 22 grants, totalling \$382K in grant funding, have been secured since FY20 and three additional grants already pending for FY24.
  - Annual fund performance continues to outpace the baseline in gifts, appeals, and revenue.
- Objective 5 (GLMA and GLCI will leverage expertise and resources to offer a maritime culinary certificate):
  - Marketing materials are complete with outreach currently on-going.
  - First cohort will be Fall '23 semester with 11 students: 4 students enrolled specifically in the certificate and 7 combining the certificate with the AAS.

**Challenges:**

- Objective 1 (Aviation) - Challenges for aviation include demand for professional pilots will continue to require competitive wages for qualified flight instructors, securing aircraft is still difficult, and hangar buildout will require significant planning and execution.
- Objective 2 (GLWSI) - Continued work around the joint venture and business model development for FRIC. Enrollment increases are still needed for these in-demand programs in order to increase revenue. No Yellow River cohort this year adversely affected revenue (tentatively scheduled for Fall '24).
- Objective 3 (GLCI) - With the development of new classes, there has been difficulty in filling adjunct culinary positions. GLCI will work to maintain performance while identifying new revenue streams.
- Objective 4 (DMC) - Work with NMC Foundation and the President's Office to cultivate mid-tier and major donors for long-term endowment growth.
- Objective 4 (WNMC) - Continuing to seek additional underwriter partners and opportunities.
- Objective 4 (IAF) - Continuing to execute their Strategic Plan with the goal of increasing memberships, sponsorships, and revenue to sustain and grow the program. Will increase reliance on the IAF board with Jim Bensley returning to his former role.

Strategy 5 - Institutional Distinction and Sustainability					
<b>Objective 1:</b> Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.					
Status of Action Steps	Baseline	FY22	FY23 (Current)	Target	Notes
4 Complete	June 30, 2021: Headcount: F140, S118	June 30, 2022: Headcount: F143, S145	June 30, 2023: Headcount: F164, S147	June 30, 2024: Headcount: F175, S175	Aviation headcount and revenue are up from FY23. Need expansion to fully meet the target.
1 On Schedule	Contact Hrs: 1,818	Contact Hrs: 2,093	Contact Hrs: 2,298	Contact Hrs: 2,300	
5 Not Yet Started	Net Rev: +\$248,167	Net Rev: +\$189,155	Net Rev: +\$487,604	Net Rev: +\$330,062	

**Objective 2:** The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025.

Status of Action Steps	Baseline	FY22	FY23 (Current)	Target	Notes
9 Complete 2 On Schedule 1 Behind Schedule	June 30, 2021: Headcount: F57, S53  Contact Hrs: 460  Net Loss: (-\$340,080)	June 30, 2022: Headcount: F53, S49  Contact Hrs: 468  Net Loss: (-\$303,698)	June 30, 2023: Headcount: F49, S50  Contact Hrs: 426  Net Loss: (-\$379,192)	June 30, 2025: Headcount: F75, S75  Contact Hrs: 600  Net Rev: \$1	Water Environmental Quality Technician program coordinator hired (May 2023)  Marine Center provided training for the Office of Naval Intelligence and National Geospatial-Intelligence Agency.  New marketing campaign planned for next year specifically focused on water-related programs.

**Objective 3:** The Great Lakes Culinary Institute will execute its “Reimagining” plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell’s space to achieve a net deficit no greater than \$150,000 by June 30, 2023.

Status of Action Steps	Baseline	FY22	FY23 (Current)	Target	Notes
2 Complete 4 On Schedule 2 Behind Schedule	June 30, 2021: Headcount: F76, S62  Contact Hrs: 1,904  Net Loss: (-\$375,967)	June 30, 2022: Headcount: F79, S63  Contact Hrs: 2,563  Net Loss: (-\$362,698)	June 30, 2023: Headcount: F74, S75  Contact Hrs: 2,270  Net Loss: (-\$65,800)	June 30, 2023: Headcount: F90, S80  Contact Hrs: 2,750  Net Loss: (-\$150,000)	GLCI is currently meeting the objective. Will continue to monitor.

**Objective 4A:** The Dennon Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020–2025 by June 30, 2025. *Note: The full dashboard of actions are captured in the DMC Strategic Plan. The metrics below are key performance indicators and takeaways from their comprehensive plan.*

**Status of Action Steps: 3 Completed, 16 On Schedule, 4 Behind Schedule, 1 Not Yet Started, 1 Deferred**

Action Steps	Baseline	FY22	FY23 (Current)	Target	Notes
Increase external grant funding	FY20 federal and state grant funding: 1 state grant @ \$15-20k avg.	FY22 federal and state grant funding: 4 grants @ \$88,700	Grants secured since FY20: 22 grants @ \$382,000 total	Secure at least two federal or state grants each FY to support collections and accreditation	Additional grants pending for upcoming FY

Increase Annual Fund performance	<b>FY20</b> <i>Annual Giving (gifts &lt;\$25,000)</i> # donors: 237  Revenue: \$83,049  <i>Appeal Performance:</i> # appeals: 4  # donors: 153  Revenue: \$26,660	<b>FY22</b> <i>Annual Giving (gifts &lt;\$25,000)</i> # donors: 403 (↑70%)  Revenue: \$137,210 (↑65%)  <i>Appeal Performance:</i> # appeals: 6 (↑50%)  # donors: 301 (↑97%)  Revenue: \$72,973 (↑173%)	<b>FY23</b> <i>Annual Giving (gifts &lt;\$25,000)</i> # donors: 398 (↑68%)  Revenue: \$143,037 (↑72%)  <i>Appeal Performance:</i> # appeals: 5 (↑25%)  # donors: 140 (↓8%)  Revenue: \$68,193 (↑156%)	Increase Annual Fund performance 25% over baseline	Annual gift and overall annual giving continues to perform well.  Since FY21, <b>25 new donors acquired by mail</b> and more through email.
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Stabilize/increase memberships	FY20: Members: 857 Revenue: \$73,968	FY22: Members: 875 Revenue: \$81,955	FY23: Members: 896 Revenue: \$84,980	Encourage more members to join at higher levels to increase revenue	Number of members has remained steady/stagnant for 25+ years), so encouraging the higher levels is our goal FY23 update: we had a marked increase in memberships at the higher levels from FY22
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**Objective 4B:** The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2025.

Status of Action Steps	Baseline	FY22	FY23 (current)	Target	Notes
1 Completed  4 On Schedule	<b>FY20:</b>  Memberships: 203  Net Loss: (\$2,979)	<b>June 30, 2022</b> Memberships: 218  Avg attendance: 76 in-person 111 virtual  Net Rev: +\$24,462	<b>June 30, 2023</b> Memberships: 238  Avg. attendance: 167 in-person, 81 virtual  Net Rev: -\$21,229	FY25:  Memberships: 300  Net Rev: \$50,000	MOU developed focused memberships, sponsorships and funding.  Successful AWQ regional competition - 15 teams . IAF sent only team from MI to D.C. national competition

**Objective 4C:** WNMC will execute the action steps defined in the report “Refocusing WNMC: A 5-Year Plan” to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.

Status of Action Steps	Baseline	FY22	FY23 (Current)	Target	Notes
1 Completed 2 On Schedule	June 30, 2021: Net Loss: (\$5,679) Spots Filled: 28%	June 30, 2022: Net Loss: (\$35,028) Spots Filled: 72%	June 30, 2023 Net Revenue: +\$29,629 Spots Filled: 75%	June 30, 2025: Net Loss: \$0 Spots Filled: 85%	WNMC was net revenue positive and expanded underwriting buy. Spanglish, The Alluvion and Golden Fowler are significant new underwriters

**Objective 5:** The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.

Status of Action Steps	Baseline	Current Percent Complete	Target	KPI	Notes
2 Completed 3 In Progress	N/A - new program	60%	100%	# of enrollees: F23 (to date): 11 enrolled - 4 for the standalone certificate, 7 combining certificate with AAS.	Various recruiting trips including ProStart Nationals in Washington, DC  Addt. students may be in AAS and then completing cert. Admissions to monitor.

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

*Next Month:* Summary of the strategic plan process as we transition into Year 2.





Northwestern Michigan College

# NMC AVIATION NEXT LEVEL

Alex Bloye, Director of Aviation




## Mission

The mission of NMC's Aviation Division is to provide lifelong learning opportunities, preparing the next generation of professional pilots for successful careers in the global aviation industry.

## Vision

NMC's Aviation Division will be a respected global leader in aviation education through operational and academic excellence.



## NMC NEXT Level - Soaring to new heights

	2013	2023
Flight Hours	8,457	13,369
Flight Fee Revenue	\$1.7 Million	\$3.3 Million
Fleet	13 total / 7 primary	15 total / 11 primary
Simulators	1	3
FT Staff & Faculty	9	12
Flight Instructors	19	32
FAA Pass Rates	82% on 214 exams	85% on 409 exams

## NEXT Level Strategic Goals

### Future Focused Education

- Researching efficiency and effectiveness in scheduling, and operations management
- Curriculum redesign to enhance simulation as well as venture learning
- Developing more flexible transfer options for both incoming and graduating students



## NEXT Level Strategic Goals

### Student Engagement and Success

- Hosting an annual Wings / pinning ceremony
- Expanding advising services both domestically and abroad, for students & Flight Instructors
- Supporting weekly social events including Pit Spitters games, movie nights, and softball teams



## NEXT Level Strategic Goals

### Diversity, Equity, and Inclusion

- Reimagining international programs to include UAS, and master-level flight test courses
- New online courses for FAA to EASA conversion
- College for Kids programs by NMC Women in Aviation
- Hiring a more diverse workforce





## NEXT Level Strategic Goals

### Community Partnerships and Engagement

- Continuing to develop pipeline partnerships with airlines and other industry partners
- Supporting volunteer opportunities with Girl Scouts, Young Eagles, Cherry Festival, and others



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## NEXT Level Strategic Goals

### Institutional Distinction and Sustainability

- Growth plan is underway - to capture exploding industry demand!
  - Hangar / Ramp / Offices
- The vision is to expand capacity, as well as enhance efficiency & effectiveness through simulation, new technologies, and redesigned processes
- Challenges & Opportunities
  - Industry competition for talent
  - Fleet management & growth
  - Investment needs for facilities
  - Staff development - daily flight ops and growth tasks



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# Questions?



# 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 \*

Rebecca Richardson and Sarah Montgomery-Richards

Your Title \*

Instructors

Presentation Title \*

College Edge Program

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

Starting college can feel like a challenge for anyone at any time, but especially after the last few years and the disruption from COVID-19. That's why the state of Michigan is teaming up with community colleges to give students an extra edge before their first semester starts!

College Edge can help prepare students in the core subjects of math and English. They'll also learn tips and tools like time management and studying smarter that will help right away. And students who successfully complete will receive a \$1,000 scholarship to continue their NMC college journey!

Gain an edge on your first college semester. FREE!

WHO:

Anyone in Michigan planning to start any college in Fall 2023

WHAT:

Student success activities, prep for college math & English

WHEN:

Five-week program, Monday–Thursday, 8 a.m.–noon. Choose sessions running June 5–July 7 or July 10–Aug. 11

WHAT ELSE:

Breakfast, gas cards, laptop, and fun activities all included

WHERE:

NMC's main campus, Traverse City

WHY:

To put your best foot forward as a student this fall!

WHAT'S THE COST:

FREE.

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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. \*

Sarah:

Originally hailing from Ludington, MI, I studied at the undergraduate and graduate levels at Western Michigan University (Kalamazoo, MI) in Comparative Religion. Additionally, I have an M.A. in Interfaith Action through Claremont Lincoln University (Claremont, CA), and am doctoral candidate in Maryville University's Higher Education Leadership program (St. Louis, MO). My experience includes: teaching at Western Michigan University in the Department of Comparative Religion during graduate school, and a current adjunct faculty role in the Philosophy and Communication Departments at Northwestern Michigan College (NMC) where I teach Western and Eastern Religions, advanced studies in Comparative Religion, and an introductory English course. I also teach for the religion department at Adrian College (Adrian, MI). I have served as the faculty advisor for the NMC Global Citizenship and Religion Student Group, Co-Advisor for the Diversity Equity and Inclusion Student Group, and have co-lead NMC students on study abroad trips to Ireland (2018) and India (2018 and 2019). I also serve on the NMC Faculty Council, and am the author of A Student's Introduction to World Religions. I participated in the 2015 Parliament of the World's Religions in Salt Lake City, UT, as well as the 2018 Parliament of the World's Religions in Toronto, Canada. I was likewise a presenter at the annual Community Colleges for International Development (CCID) conference in Washington, D.C. in Feb. 2023. My background includes world religions, philosophy of religion, interfaith action, mindfulness, religion in the public sphere, myth and ritual, and I have a keen interest in international education. I enjoy teaching in an academic setting, as well as leading group meditation, and I participate in the celebration of a variety of world spiritual perspectives. I love music and food, spending time with my family, traveling, and reading just for fun as much as possible!

Becca:

I want to take some time and tell you a little bit about myself. I am Rebecca Richardson. You may call me Becca. I have no need for formalities.

I have been teaching at NMC since 2013. I started part-time and have been full-time since 2018. A fun fact about myself is that I started my college career (I call it a career because I was a student for a very long time) right here at NMC (2002). My math journey began with Pre-Algebra (Math 08) (2005). I was terrified to take math because I was convinced that I was bad at math. So I waited... and I waited. I waited so long that the advisers told me that if I wanted to get a degree of any kind I would need to take math. So, finally I mustered up the courage to sign up for that class. And my math journey began. From Math 08 I moved on to Beginning Algebra (Math 23) and then Intermediate Algebra (Math 111).

Once I was in Math 111, I decided that maybe I actually liked math. I still had no direction in life. I had no idea what I wanted to do for the rest of my life. I just knew, I did not want to wait tables anymore.

One day while I was helping some classmates with the homework they asked, what I was going to school for. I said, I did not know. Those classmates told me, I should become a teacher, because I was very good at explaining things. I thought long and hard about that comment, and decided that was the path I was going to take. I decided not only would I become a teacher, I would become a math teacher (which required a lot of math LOL). I found my direction in Math 111.

So, I took every math class NMC has to offer. The NMC Math Department even gave me an award. They



called it Math longevity (I am pretty sure it is made up). From NMC, I transferred to Ferris (through the<sup>17</sup> University Center) where I earned my Bachelor's degree in Secondary Education, Math major and Chemistry minor (2012).

I had a long term sub position at West Senior High (2012/2013), then I was hired at NMC (2013). Once I began teaching at NMC, I decided this is where I wanted to work for the rest of my life. In order to become a full-time math instructor, I needed a master's degree. So I applied to grad school.

I now hold a Master's degree in the Art of Teaching Mathematics from the University of Idaho (2015).

After reading this you might think I am a math whiz, but I am NOT. Every class was hard. I always felt like I was working ten times harder than ALL of my classmates. I was always jealous of my peers who seemed to sleep on their books and learn through reverse osmosis (you will learn what that means in chemistry).

My obligations this semester:

I am teaching this summer EDGE course only.

I serve on many committees and Fellowships:

Leadership Group

Planning and Budget Council

Faculty Council

Developmental Education Committee

Online and Hybrid Course Reviewer

Teaching Fellow

Experiential Learning Fellow

Family obligations

Husband (Matthew but everyone calls him Dickie)

Daughter (Alivia 15 years old)

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This form was created inside of Northwestern Michigan College.

Google Forms



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**NMC College**  
**Edge**

Becca Richardson  
Sarah Montgomery-Richards



# Introduction



Becca Richardson



Sarah Montgomery-Richards



# NMC College Edge Summer Program

- Supported by the State of Michigan
- Student success activities, prep for college math & English

REGISTER TODAY!

Session 1 JUNE 5 - JULY 7

Session 2 JULY 10 - AUG 11

COLLEGE EDGE  
Confidence to succeed.  
HOSTED BY NMC

Everything is Free!

Breakfast

Access to a chromebook

Travel costs covered (gas cards)

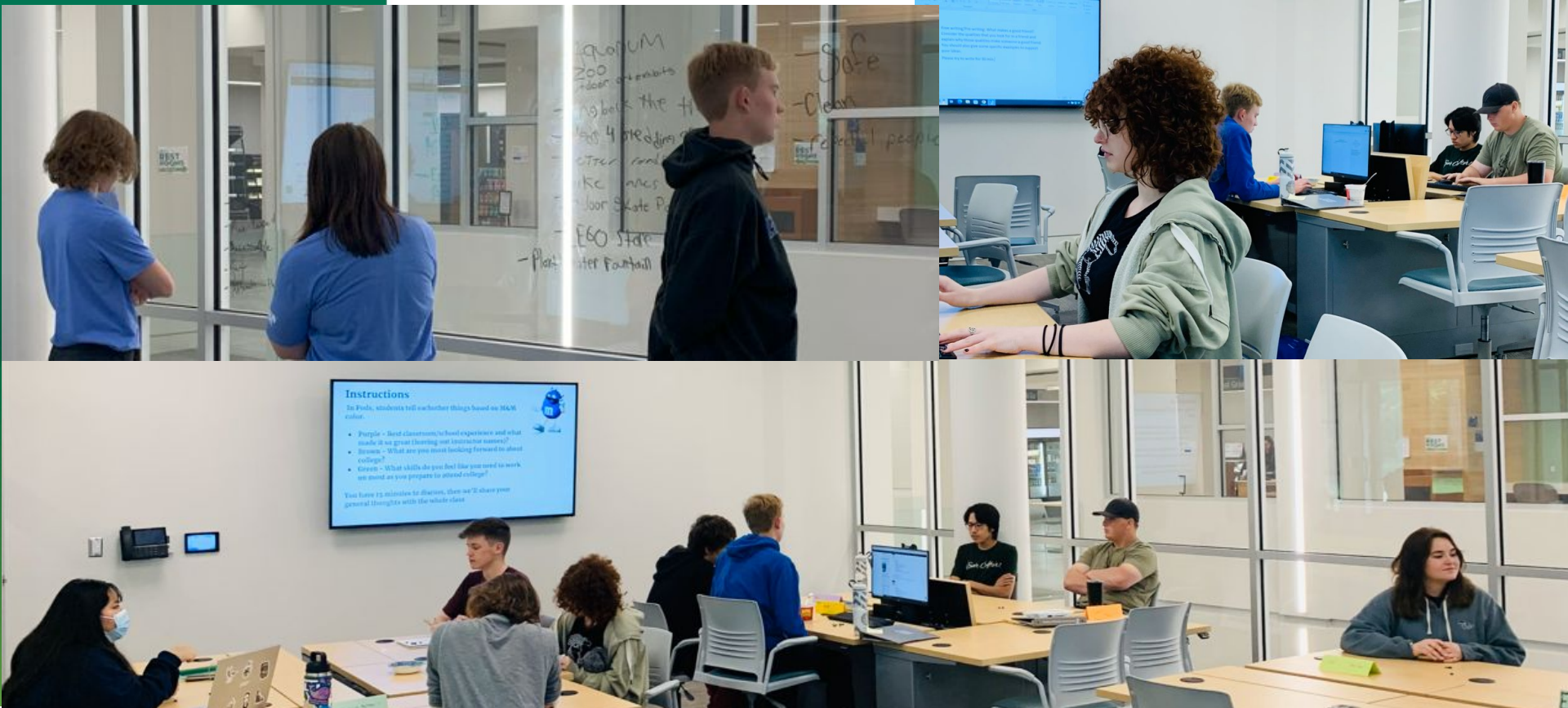
Complete a session & receive a \$1,000 scholarship to attend NMC this Fall.

- Involved instructors and staff from across the institution to help students gain experience and familiarity with their campus community and resources.

# Team Building and Collaboration



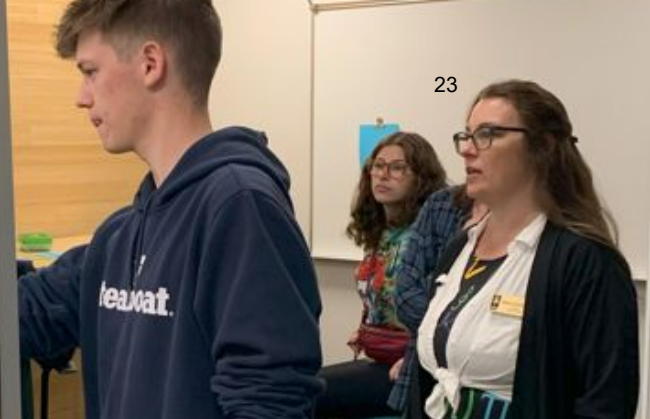
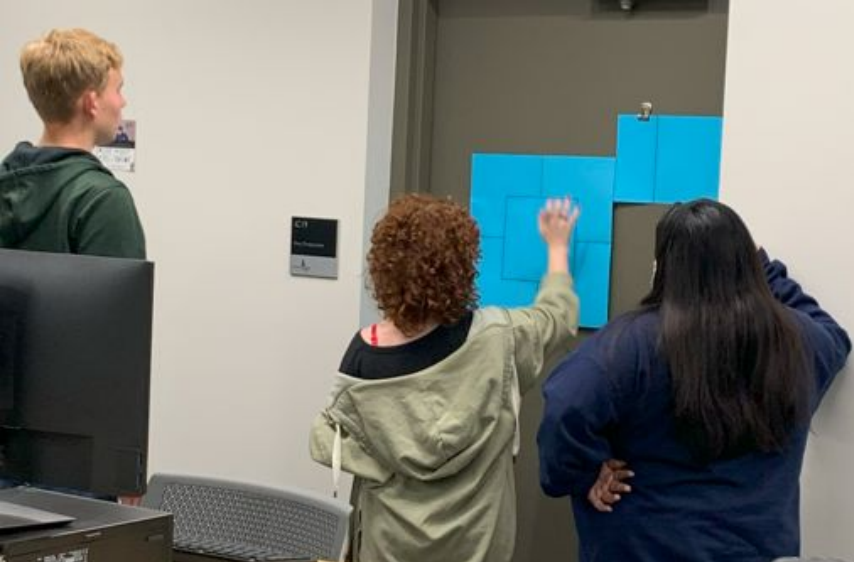
# English



## Instructions

In Peds, students tell each other things based on H&M color.

- Purple - Best classroom/level experience and what made it so great (inserting our instructor names)?
  - Brown - What are you most looking forward to about college?
  - Green - What skills do you feel like you need to work as much as you prepare for ahead college?
- You have 15 minutes to discuss, then we'll share your general thoughts with the whole class.



Math



# Getting to Know NMC Resources







# Getting to Know NMC Resources

The Bees Knees completed TECH HELP! for 200 points. ...

26 mins ago



# Getting to Know NMC Resources



# Connection to Strategic Plan

**NMC WILL PROVIDE AN ENRICHING EDUCATION EXEMPLIFIED BY A SUPPORTIVE AND WELCOMING LEARNER EXPERIENCE, CHARACTERIZED BY:**

**An empowering environment** that encourages learners to discover new knowledge and explore questions related to their future career and life's work;

**A meaningful education** that equips learners with relevant skills and supports them in developing their sense of purpose;

**An inclusive community** that values diversity and where all learners feel a sense of belonging and connection;

**Caring instructors and staff** who provide pathways to success and support learners through their college experience so they thrive in future endeavors.

**NMC'S FACULTY, STAFF AND ADMINISTRATION SUPPORT THIS EXPERIENCE THROUGH:**

**Integrated services and effective communication** to help learners successfully navigate academic, financial and transfer processes;

**Flexible course delivery options and easily accessible resources** that meet the evolving needs of learners;

**Program maps and user-friendly technologies** that allow learners to monitor their progress and receive frequent updates to enhance their decision making;

**Campus programs that connect learners** with peers, mentors and dedicated faculty and staff to ensure support throughout their educational experiences;

**Experiential, hands-on activities** that prepare learners for life outside college and engage them with business and community partners.



# Connection to Strategic Plan

## **STUDENT ENGAGEMENT AND SUCCESS**

Develop and deliver comprehensive support services, robust engagement opportunities and a vibrant collegiate experience to foster learner success, goal completion and employability.

## **DIVERSITY, EQUITY AND INCLUSION**

Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.

That's all folks!





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**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** July Mid-Month Update  
**Date:** Wednesday, July 12, 2023

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Dear Board of Trustees,

Since our June Board meeting the following are key updates:

**NMC Foundation Governance**

Recall, last month 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. The meeting was facilitated by former College trustee and Foundation board member, Elaine Wood. Elaine Wood has used the input 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 have just completed reviewing/editing the first draft, this past week. An easy to read 'red-lined version' will be shared. Spoiler alert – there's not a lot of changes. My perspective - is that Elaine listened very well to the participants in the joint executive committee meeting, and also captured our (Laura, Jayne, Nick) feedback on the first draft. My sense is, the document is an 'output' - a literal recording of 'how we want to work together'. More importantly, not unlike a strategic planning process, the more valuable 'outcome' is the rich conversations that we've had, gaining a richer sense of 'who we are', 'what we aspire to', and 'how we desire to work together'. Elaine has surely helped us with both our desired outcome and this output. Now, for others to also have the rich conversations that we've had.

The next steps are as follows:

1. The joint Executive Committees will review and approve
2. The Foundation Development Committee and the Board of Trustees Policy Committee will review and approve
3. Both, the College Board of Trustees and Foundations Board will review and approve

## **Budget**

Shortly before July 1, the Legislature passed the FY24 budget. The following is our high-level read of the State budget and what it means for us. Overall, it's very good news.

- Freshwater Research and Innovation Center - awarded \$15 million (with the possibility for additional funding)
- Aviation funding - the LEO budget item didn't pan out, but we have the \$3.75 million awarded earlier this year
- Capital Outlay - not now, but could come in the fall/by December
- ITEMS Funding - if no capital outlay, we would qualify for ITEMS funding (Infrastructure, Technology, Equipment, Maintenance, and Safety) which would allow us "to repair, improve, or maintain existing buildings, facilities, equipment, technological and physical infrastructure, student housing, and school safety measures" (estimated to be approximately \$700,000 for NMC)
- State Appropriation/operations grants - increase of 4.8% for NMC (\$10,650,300, or \$250,000 more than we budgeted)
- "Career and Education Navigators for Adult Learners" - community colleges would partner with county governments to apply for grants through the Office of Sixty by 30

We are working with MCCA and Gabe to further clarify what this state budget means for NMC. Now, my read is that we have done very well: \$15 million for FRIC; capital outlay or ITEMS will be forthcoming (either \$3.25 million or \$700,000); and, state appropriation increase of 4.8% (\$250,000 more than we budgeted).

## **Freshwater Research and Innovation Center**

Given the Board of Trustees direction for us to pursue the development of a joint-venture structure between NMC and Discovery Center & Pier, the ad hoc committee has been meeting. 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. They will continue to meet to shape a proposal.

This past Saturday morning the Freshwater Research and Innovation Center partners – NMC, Michigan Tech, 20Fathoms, Traverse Connect, and the Discovery Center & Pier – joined with the amazing bipartisan legislative team, State Senator John Damoose and State Representative Betsy Coffia, that brought us the \$15 million of state support for the endeavor. We were especially grateful that Lieutenant Governor Gilchrist joined us, and shares in the vision that will establish our region as a critical hub for freshwater research, workforce development, and innovation.

## **Cherry Festival**

NMC had a front row presence at this year's Cherry Festival, with a beautifully branded tent, staffed to answer questions and 'tell our story' to Cherry Festival attendees. The response has been incredibly positive – folks like seeing us in the community. Additionally, NMC participated in Saturday's Cherry



Royal Parade. We highlighted NMC’s Automotive, Audio Technology, and EES/College for Kids Programs. Again, folks were happy to ‘see us’.

### **Campus Events**

On Saturday, June 17, 2023, NMC hosted a Pow Wow celebration of Native American culture, which featured traditional dances, music, art, and food. The event served as a celebration of our Native American students' hard work and diligence in earning a degree or certificate from NMC. The 2nd Annual Juneteenth Celebration was held on Monday, June 19, 2023, recognizing the ending of slavery in the United States. NMC partnered with the E3 group of northern Michigan in planning the event. The event consisted of various speakers/musicians and food vendors from the Grand Traverse area.

**Alliance for Innovation and Transformation (AFIT) Summer Institute**—A team of 8 from NMC, myself included, are attending the Summer Institute in Denver, CO, this week. Will Kitchen and Jason Slade will be leading a session on our entrepreneurial ecosystem and the Office of Possibilities’ pivotal role in driving ideas aligned with the strategic plan.

### **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:*

- [Eyes Wide Shut: Are Today’s Adult Learner’s Our Invisible Student Population?](#) *Evolution*
- [More than 40% of today’s online students are previous college stop-outs: report](#), *University Business*
- [Gen Z values education — but doesn’t think a four-year degree is the only option](#), *Higher Ed Dive*
- [Community college and career opportunities becoming a higher priority for high schoolers](#), *University Business*

### **Upcoming Dates of Note**

- July 24—Regular monthly Board of Trustees meeting, Parsons-Stulen 222/224
- July 26-28—MCCA Summer Conference, Grand Traverse Resort
- August 21—NMC August Conference, NMC Hagerty Center
- August 28—Regular monthly Board of Trustees meeting, NMC Hagerty Center

### **MCCA Summer Conference**

NMC has been invited to present at the upcoming MCCA Summer Conference. We will be sharing our story of the Aviation Growth Plan (and the process of building support). It will be a great opportunity to recognize the College’s approach to growth – and your support of that!

Additionally, we’ll be celebrating our NMC alumna, Susie Janis, who will be receiving the 2023 MCCA Outstanding Alumni Award!



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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, July 13, 2023  
**Re:** State/Federal Legislative Update

### State

#### **FY24 State Budget**

Prior to adjourning for a summer in-district work period, the Michigan Legislature approved a FY24 budget that included several key items for community colleges and NMC. Of note statewide were the following:

- **Community College Operations Increase:** 5.0% ongoing increase to community college operations grants (\$16.7M SAF) distributed through the existing funding formula. Projected net increases to community colleges range from 4.1% to 7.1%, which also includes any adjustments MI Indian Tuition Waiver (MITW) payments. Attainment of the performance funding increase would be conditioned on restraining in-district tuition and fee increases to the greater of 4.5% or \$205. Projected funding increases for individual community colleges would range from 4.1% to 7.1%. Total funding for operations would be \$357.9 million SAF.
- **MPSERS:** \$30.9 million for MPSERS, bringing the total MPSERS payments to \$136 million. It maintains the 20.96% cap on unfunded accrued liability contributions paid by community colleges.
- **Infrastructure, Technology, Equipment, Maintenance, and Safety (ITEMS):** \$32.8 million SAF for Infrastructure, Technology, Equipment, Maintenance, and Safety (ITEMS), which would allow community colleges to repair, improve, or maintain existing buildings, facilities, equipment, technological and physical infrastructure, student housing, and school safety measures. *Community colleges that receive a Capital Outlay project authorization by December 15, 2023 would not be eligible to receive ITEMS funding.* Individual community college allocations would be distributed based on calculated FY 2021-22 fiscal year equated student (FYES) enrollment and would not be distributed until January 2024.
- **Critical Incident Mapping:** \$5 million SAF for critical incident mapping. The distribution of funds would be proportional to each community college's operations funding.
- **Career and Education Navigators for Adult Learners:** \$5 million SAF for career and education navigators for adult learners. Community colleges would partner with county governments to apply for grants through the Office of Sixty by 30.
- **Michigan Reconnect Entry Point Program:** \$5 million SAF for the Michigan Reconnect Entry Point Program. Community colleges would partner with county governments to apply for grants through the Office of Sixty by 30.
- **Michigan Achievement Scholarship:** \$50 million ongoing deposit to support the Michigan Achievement Scholarship. The boilerplate language specifies contact hours are included as a cost of tuition and students pursuing eligible baccalaureate degrees at community colleges can receive an award up to \$5,500 per year for up to 5 years.
- **Reconnect Continuation:** \$10.2 million increase over the current year funding to recognize current annual cost estimates for the program, bringing the total appropriation for Reconnect to \$65.2M.

- **Reconnect Expansion:** \$70 million one-time appropriation of federal funding to expand the Reconnect to eligible students over age 21 and whose education was disrupted by the pandemic.
- **College Success Fund:** \$37.9 million one-time appropriation that includes \$11.5 million GF for student wraparound services and basic needs to support public colleges and universities, tribal colleges and nonprofit organizations. The department may award grants to eligible institutions. The remaining \$26.3 million federal funding is for the competitive college success grants to the same entities stated previously to increase completion.
- **Michigan Office of Postsecondary Educational Attainment (No Funding):** Adds language that creates the Michigan Office of Postsecondary Educational Attainment in LEO, which would review, evaluate and recommend improvements to all state financial aid programs within the Executive branch, serve as the coordinating office for agencies responsible for state financial aid programs, survey stakeholders on improving financial aid program administration, consolidate reports and make available to the Executive and Legislature, and provide data analysis to assist prospective students on postsecondary options. The office would provide a report to the Legislature on expenses, achievements, and recommendations to improve financial aid administration and postsecondary education by September 30, 2024.

Specific items of note for NMC include:

- **Freshwater Center:** \$15 million earmark for Discover Center and Pier to support the Freshwater Innovation Center joint venture development of a Freshwater Center. In addition, language was added that requires that three projects, including “freshwater research in Leelanau County” be given a \$100 placeholder for a share of funding under the \$50 million dollar Revitalization and Placemaking Program. It is yet to be seen how much actual funding will be allocated to the Center from the RAP program.
- **Impact of State Operations Funding:** As a result of the overall community college operations increase, NMC will see a 4.8% increase (\$10,650,300, or \$250,000 more than we budgeted)

### **FY24 Capital Outlay/Aviation**

While we were thrilled to see funding including for the Freshwater Center, we were disappointed to see that additional funding for the Aviation Hanger project was stripped out. In addition, a Capital Outlay bill was not included alongside the budget- thus our Student Services Hub authorization did not get included.

We are hearing that there will be additional chances for funding for both Aviation and the passage of a Capital Outlay bill later this fall.

### **MiLEAP**

This week, Governor Whitmer announced the creation of the Department of Lifelong Education, Advancement and Potential (MiLEAP) which will seek to improve outcomes for students from preschool through postsecondary.

Generally, this is a consolidation of various K-12 and higher education efforts within the administration- with the most notable difference being that this Department will be led by a gubernatorial appointee rather than a superintendent of public instruction, appointed by the State Board of Education.

Funding has yet to be allocated for this new Department.

## **Federal**

### **GLMA Heritage Act Distribution**

The GLMA has received notice of a \$331,000 *Heritage Act* distribution. These funds will be used to substantially upgrade the simulator, purchase a boiler simulator, and upgrade the refrigeration training equipment used by our engineering cadets.

### **Cadets Act**

The CADETS Act (S. 467 sponsored by Senator Peters with companion legislation H.R. 1227 sponsored by Congressman Bergman) was signed into law by President Biden. As you will recall, 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.

### **Supreme Court Decision on Affirmative Action and College Admissions**

With its recent ruling, the U.S. Supreme Court severely limited, if not effectively ended, the use of affirmative action in college admissions. By a vote of 6-3, the justices ruled that the admissions programs used by the University of North Carolina and Harvard College violate the Constitution's equal protection clause, which bars racial discrimination by government entities.

In response to this decision, ACCT Board of Directors along with ACCT President and CEO Jee Hang Lee issued the following statement: "Following the Supreme Court decision on affirmative action, the ACCT Board of Directors and staff stand in support of students of color and their right to access postsecondary education at all levels. Community colleges are open-access institutions that guarantee educational opportunities to all students equally, and we continue to believe that all students deserve an inclusive and diverse environment to learn."

### **Supreme Court Decision on Federal Student Loan Forgiveness**

The U.S. Supreme Court ruled that President Biden and U.S. Secretary of Education Cardona's plan to forgive \$10,000 in student loan debt for earners who qualify by income, and up to \$20,000 for those who received a Pell Grant, is not permitted under the law. In response to this news, ACCT President and CEO Jee Hang Lee said the following: "ACCT supports a comprehensive approach to addressing college affordability: creating a federal, first-dollar community college promise program; increasing investment in institutions; increasing the Pell Grant for coverage of non-tuition costs with elimination of the taxation on Pell dollars used for those costs; and forgiving \$10,000 in student loan debt. Only through an approach that addresses the three primary barriers of upfront costs, debt following enrollment, and institutional support, will this country improve college affordability. Given the Supreme Court's decision on student loan forgiveness, community colleges must now renew their call on Congress to stem the growing college affordability and student-debt crises."



Northwestern  
Michigan  
College

**MEMO**  
Office of the  
President

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
President's Council  
**Date:** July 19, 2023  
**Subject:** July 19, 2023 Executive Summary

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

- **General Fund June Financials** – Increases in property taxes and investment income helped drive a 3% increase in revenues year over year as tuition & fees remained relatively flat. Inflation, wages increases, and additional spending on security, advertising, and food services for the GLMA summer cruises all drove an 8% increase in expenses year over year.
- **General Fund FY23 Projection** – FY23 is still projecting near breakeven, before factoring in unrealized losses on our bonds. A final projection for FY23 will be prepared for the August board meeting. Lower than expected enrollment for the 2022-2023 academic year led to lower than expected tuition and fees, partially offset by higher than expected Aviation flight fees (net shortfall of \$633k). The tuition shortfall was offset by higher than expected investment income, higher than expected program support from the Foundation, and wages and benefits staying well under budget due to attrition, open positions, and healthcare cost experience.
- **GASB 87/96** - The Business Office is working with our auditors and a third-party vendor (LeaseQuery) to comply with and implement GASB 87 (Leases) and GASB 96 (Subscription Based IT Arrangements or SBITAs) for the fiscal year ended June 30, 2023 and retroactively for FY22. While the full effects of this implementation are still unknown, we anticipate the impact on our Statement of Revenues, Expenses, and Changes in Net Position to be neutral.

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

- Total contact hours are currently down 3.6% versus last year at this time with 73 fewer students.
- We are currently two orientation sessions behind the schedule from last year. The next scheduled orientation is 7/19/2023 with 98 students registered to attend.
- The Admissions department will be hosting several events over the next two weeks focusing on Michigan Reconnect in cooperation with state marketing efforts to increase participation in this program.

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

- Leads generated (RFI): 232
- Applications submitted: 114
- Accounts created: 111

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

- The Strategic Plan this month focuses on Strategy #5 - Institutional Distinction and Sustainability. The following is a summary with more details located in the memo.
  - Aviation - highest year ever for both flight hours and gross revenue. Hangar expansion efforts are beginning with identifying a consultant / representative.
  - GLWSI - The State of Michigan awarded the Freshwater Research and Innovation Center (FRIC) \$15 million towards the development of the center. Revenue targets not being met due to low enrollment.
  - GLCI has successfully reduced the deficit for FY23 to below \$66K, meeting the objective. Well done, Culinary!
  - Denno's is meeting all financial and membership objectives tied to their strategic plan.
  - WNMC is on track with underwriters and spot fill percentage.
  - IAF continues to increase membership and is seeking sponsorships and other funding sources for FY24.
  - GLMA / GLCI maritime culinary certificate is implemented with 11 enrolled (4 in certificate, 7 combining certificate with AAS degree).

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

- FY23 total dollars raised through the NMC Foundation = \$3,037,012  
(Original Goal: \$1,330,000, Revised FYE Goal: \$3,000,000)
- Of the F23 funds raised and realized, donors are impacting the following areas of the college:
  - Unrestricted gifts to the Fund for NMC - \$265,412
  - Scholarships at NMC - \$1,697,008
  - Programs and capital projects at NMC - \$1,323,576

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, June 26, 2023  
Timothy J. Nelson Innovation Center  
Room 106/107**

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

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Rachel A. Johnson, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Andrew K. Robitshek

**Trustees absent:** None

**Trustees participating remotely:** Kenneth E. Warner (via Zoom from East Bay Township)

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Michael Anderson, Marcus Bennett, Will Kitchen, Steve Rice, Nancy Parshall, Glenn Wolff, Chris Hanna, Ty Schmidt

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

**BUDGET HEARING**—The regular meeting was closed and the budget hearing opened at 5:33 p.m. on a motion by Doug Bishop, seconded by Rachel Johnson, with the following roll call vote: Yes—Chris Bott, Rachel Johnson, Doug Bishop, Andy Robitshek, Kennard Weaver, Laura Oblinger; No—None. The budget hearing began at 5:31 p.m.

**FY24 Budget Review**—Troy Kierczynski, Vice President of Finance and Administration, sought questions regarding the proposed budget for FY24 that included the proposed property tax millage rate of 2.06 mills for operating purposes. There was discussion regarding the employee budget town hall meetings held in June and it was noted the external auditors will be reporting on the reserves in the FY23 audit.

**Public Comment**—There was no public input offered pertaining to the budget hearing.

**Budget Hearing Adjournment**—A motion was made by Kennard Weaver, seconded by Rachel Johnson, that the budget hearing be closed and the regular meeting reconvened. The motion passed with the following roll call vote: Yes—Kennard Weaver, Doug Bishop, Andy Robitshek, Rachel Johnson, Chris Bott, Laura Oblinger; No—None; and the regular meeting reconvened at 5:35 p.m.

**STRATEGIC FOCUS**

**Strategic Initiatives Update: Community Partnerships and Engagement**—Jason Slade, Vice President of Strategic Initiatives, reminded everyone of the four objectives under this strategy, of which he is “champion.” For workforce training programs (e.g., medical billing, CIT, construction heavy equipment, etc.) Slade noted in-person classes are harder to fill; to address this challenge, reduction of in-person requirements for courses has been successful, even if it means less credentials earned in the hybrid format. It was noted that online programs work well with this demographic because of the flexibility.

## REPORTS AND PRESENTATIONS

**Program Focus: Office of Possibilities**—Will Kitchen, Co-Director, and Jason Slade, Vice President of Strategic Initiatives, presented on the Office of Possibilities (OOPs), which serves to create, nurture, and support a culture of innovation in NMC and the community. OOPs hosts twice weekly meetings (on campus and once in downtown Traverse City), recently held five workshops with nineteen attendees, and is developing a public website. There was discussion regarding intellectual property and the college's benefit for successful and profitable projects.

**Faculty Report: Anxiety and Depression Among Our Students**—Nancy Parshall, Communications Instructor, has been an NMC English Faculty Member for 21 years. Parshall reminded everyone of the experience of many incoming students who were completing their high school education during COVID-19 lockdowns. A *Healthy Minds Study* of 96,000 students across 133 U.S. campuses for the 2021-22 academic year reported 44% of students reported depression and 37% of students reported anxiety disorders, which are the highest rates in the 15 year history of the study. 83% of students in a Boston University survey stated mental health impacted their academic performance in that month. Concurrently, survey data indicates more students are participating in therapy/counseling for mental health. There was discussion regarding the survey data, helpful resources for student and faculty, and acknowledgment of the work being done by faculty members to support wraparound services for student success.

**Enrollment Report**—Todd Neibauer, Vice President for Student Services and Technologies, thanked Parshall for her report on student mental health and noted the increase in counseling visits during last academic year. For the June enrollment report, Neibauer noted factors within the report that are trending positively. Orientation sessions for fall continue throughout the summer. An enrollment audit is occurring and non-attender surveys are planned to gather as much information as possible from students who have applied but not enrolled, or have stopped taking courses before completing a credential. In response to a question, Neibauer described how resources are being allocated between attracting new students and retaining current students.

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

## UPDATES

**President's Update**—President Nick Nissley shared the state budget is anticipated to be released tomorrow; NMC anticipates freshwater research and innovation center funding will be included, as well as additional aviation hangar funding. Capital Outlay funding is likely to be included in a fall supplemental funding bill. Regarding governance document review with the NMC Foundation, Nissley reminded trustees that a joint study session of both the Board of Trustees' Executive Committee and Foundation Board Executive Committee was held on June 13, facilitated by Elaine Wood. Wood, a former trustee and Foundation Board member, drafted a revised MOU for review by President Nissley, Chair Oblinger, Foundation Board Chair Jayne Mohr. Nissley celebrated the award of a \$100,000 grant from the Lumina Foundation for brand strategy. At the upcoming MCCA Summer Conference in July, Nissley will present on the NMC Aviation's growth plan and the state funding which supports the growth.

**Board Chair Update**—Chair Laura Oblinger added to President Nissley's update regarding NMC Foundation governance process, stating it was overdue for those two executive committees to gather.



Suggested updates to the MOU include ensuring the two committees convene at least every two years and that the MOU is reviewed on a regular basis. Oblinger also shared that the Campus Master Plan process continues, thanked trustees for their time at their June Study Session, and shared a student communication of kudos to college. Trustee Bishop asked for further context on the college and Foundation MOU review, to which Oblinger reported the revisions include clarifications of the budgeting process and roles and purposes of Foundation Board members. A red-lined version of the proposed changes will come to the Board of Trustees Policy Committee once both executive committees have reviewed and approved of the updates.

**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 May 22, 2023, regular meeting
- Minutes of the June 13, 2023, special study session and closed session
- 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*
- Audit Committee Minutes—*Kennard Weaver, Committee Chair*
- Building & Site Committee Minutes—*Ken Warner, Committee Chair*

**ACTION ITEMS**—All votes pertaining to the action items listed below refer to votes of trustees present in-person for the meeting. Trustee Ken Warner participated via zoom and was not permitted to vote in this instance.

**Certification of Taxes**—On a motion by Doug Bishop, seconded by Chris Bott, the Board adopted resolutions to authorize the millage rate of 2.06 mills be levied for operation purposes for the FY24. The motion passed with a unanimous vote of those trustees present in-person.

**Adoption of Budgets**—On a motion by Rachel Johnson, seconded by Doug Bishop, the Board adopted budget resolutions and budgets based on the following tuition and fee rates for the FY24 as presented. The motion passed with a unanimous vote.

**Blanket Purchase Orders**—Kennard Weaver made a motion, seconded by Doug Bishop, to authorize administration to create blanket purchase orders for each vendor identified on the presented spreadsheet. The motion passed with a majority vote, with Trustee Johnson abstaining.

**Parking Lot Repair**—Doug Bishop made a motion, seconded by Andy Robitshek, the Board authorized 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. In response to a question, it was noted this will be funded by the Plant Fund. The motion passed with a unanimous vote.

**Snow Removal Contract**—On a motion by Doug Bishop, seconded by Rachel Johnson, the Board authorized 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. This expense will be funded through the general fund. The motion passed with a unanimous vote.

**Closed Session**—Kennard Weaver made a motion, seconded by Doug Bishop, 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. The motion passed with the following roll call vote: Yes—Andy Robitshek, Doug Bishop, Chris Bott, Kennard Weaver, Rachel Johnson, Laura Oblinger; No—none; and the Board went into closed session at 7:16 p.m.

**Reconvene Regular Session**—Doug Bishop made a motion, seconded by Chris Bott, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Doug Bishop, Andy Robitshek, Chris Bott, Rachel Johnson, Kennard Weaver, Ken Warner, Laura Oblinger; No—none; and the regular open session reconvened at 8:17 p.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 8:19 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**  
*Administrative Services*

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

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

**Date:** July 17, 2023

**Subject:** Summary Report for the General Fund as of June 30, 2023

The attached reports summarize the financial results for the General Fund as of June 30, 2023. *Although FY23 is now complete, the Business Office still has year-end adjustments related to revenue, accruals for salaries, benefits, accounts payable invoices and internal charges to complete. Therefore, we do expect the June 30, 2023 year-to-date numbers to change.*

**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 \$1,613,020. Revenue increased by 3% when comparing year-to-date June 2023 to June 2022. Expenses increased by 8% when comparing year-to-date June 2023 to June 2022 primarily due to increased purchased services.

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

- A. Tuition and fees: 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 are projected at 5,434 with projected revenue of \$1,239,151. Summer revenue is trending under budget by \$44,603.
- 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



### Summary Report for General Fund Accounts

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

**Fiscal Year 2023, Period 12**

Funds	Accounts	2022-2023 Adjusted Budget	YTD Activity	% of Annual Budget
<b>TOTAL GENERAL FUND</b>				
<b>50</b>	<b>Revenues</b>			
	Tuition and Fees	22,001,840	21,432,056	97.41%
	Property Taxes	12,769,825	12,663,865	99.17%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	34,771,665	34,095,921	98.06%
	State Sources	10,745,000	10,679,325	99.39%
	Federal Sources	0	0	*
	Private Sources	979,765	796,110	81.26%
	Investment Income	196,000	541,810	276.43%
	Other Sources	<u>426,100</u>	<u>643,926</u>	151.12%
	<b>Total Revenues</b>	<b>47,118,530</b>	<b>46,757,093</b>	<b>99.23%</b>
<b>60</b>	<b>Labor</b>			
	Salaries & Wages	23,916,066	23,022,854	96.27%
	Benefits	<u>10,025,563</u>	<u>9,784,501</u>	97.60%
	<b>Total Labor</b>	<b>33,941,629</b>	<b>32,807,355</b>	<b>96.66%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	2,753,059	3,029,506	110.04%
	Supplies & Materials	3,041,584	2,760,465	90.76%
	Internal Services	103,065	80,227	77.84%
	Other Expenses	1,628,696	1,279,220	78.54%
	Institutional Expenses	1,738,804	1,957,234	112.56%
	Maintenance & Renovation	1,762,581	1,927,534	109.36%
	Prof Develop, Travel & Events	594,112	566,308	95.32%
	Capital Outlay	<u>170,000</u>	<u>238,118</u>	140.07%
	<b>Total Expenses</b>	<b>11,791,901</b>	<b>11,838,612</b>	<b>100.40%</b>
	<b>Total Expenditures</b>	<b>45,733,530</b>	<b>44,645,967</b>	<b>97.62%</b>
<b>80</b>	<b>Transfers</b>			
	Transfers	-1,385,000	498,106	-35.96%
	<b>Total Transfers</b>	<b><u>-1,385,000</u></b>	<b><u>498,106</u></b>	<b>-35.96%</b>
	<b>Total Expenditures and Transfers</b>	<b>44,348,530</b>	<b>45,144,073</b>	<b>101.79%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>2,770,000</b>	<b>1,613,020</b>	



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

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

	YTD 6/30/2023	YTD 6/30/2022	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 21,432,056	\$ 21,121,368	\$ 310,688	1%	Consistent with prior year; increases in flight fee revenue and EES revenue partially offset by lower tuition revenue
Property Taxes	12,663,865	11,961,681	702,184	6%	Primarily due to overall increases in taxable values
<b>Total Local Sources</b>	<b>34,095,921</b>	<b>33,083,049</b>	<b>1,012,872</b>	<b>3%</b>	
State Sources	10,494,090	10,626,243	(132,153)	-1%	Consistent with prior year
State PPT Reimbursement	185,235	176,012	9,223	5%	State funding formula resulted in slightly higher PPT for FY23
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	541,810	172,479	369,331	214%	Higher interest/dividends recognized in FY23 than in FY22
Other Sources	643,926	472,013	171,913	36%	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
<b>Total Revenue</b>	<b>46,757,093</b>	<b>45,306,703</b>	<b>1,450,389</b>	<b>3%</b>	
<b>Expenses</b>					
Salaries and Wages	23,022,854	22,076,357	946,497	4%	In line with budget and prior year; partially impacted by timing of year end journal entries
Benefits	9,784,501	9,287,769	496,732	5%	In line with budget and prior year; partially impacted by timing of year end journal entries
Purchased Services	3,029,506	2,251,656	777,850	35%	Primarily due to higher EES instructor expenses as activity picks up in FY23, higher security expenses, and higher advertising expenses
Supplies & Materials	2,760,465	2,490,950	269,515	11%	Primarily driven by the timing of aviation fuel purchases and software purchases/renewals in FY23
Internal Services	80,227	49,453	30,774	62%	Timing of internal events/charges including more onsite employee/campus events in FY23
Other Expenses	1,279,220	1,309,788	(30,568)	-2%	Consistent with prior year
Institutional Expenses	1,957,234	1,531,097	426,137	28%	Primarily due to timing of rebates received in FY22 and higher heating fuel expenses in FY23
Maintenance & Renovation	1,927,534	1,609,659	317,875	20%	Primarily due to timing of renewals of software maintenance contracts and higher equipment maintenance expenses
Professional Development	566,308	405,435	160,873	40%	Timing of professional development fees and reimbursements
Capital Outlay	238,118	175,816	62,302	35%	Timing of COAT purchases
<b>Total Expenses</b>	<b>44,645,967</b>	<b>41,187,980</b>	<b>3,457,987</b>	<b>8%</b>	
<b>Transfers</b>	<b>498,106</b>	<b>473,405</b>	<b>24,701</b>	<b>5%</b>	Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>45,144,073</b>	<b>41,661,385</b>	<b>3,482,688</b>	<b>8%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,613,020</b>	<b>\$ 3,645,318</b>	<b>\$ (2,032,299)</b>	<b>-56%</b>	



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

**INTERIM**

This statement does not  
reflect year-end results.

	YTD 6/30/2023	YTD 5/31/2023	June 23 Activity	May 23 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 21,432,056	\$ 20,545,365	\$ 886,691	\$ 1,155,857	Primarily due to the combination of spring and summer tuition allocations in May vs. just summer tuition allocations in June
Property Taxes	12,663,865	12,663,523	342	4,335	Timing of tax collections received
<b>Total Local Sources</b>	<b>34,095,921</b>	<b>33,208,888</b>	<b>887,033</b>	<b>1,160,192</b>	
State Sources	10,494,090	9,364,946	1,129,144	1,215,097	MPSERS offset payments received in May (none received in June)
State PPT Reimbursement	185,235	75,938	109,297		- PPT payment received in June
Federal Sources	-	-	-		- Consistent with prior month
Private Sources	796,110	796,110	-	2,125	Consistent with prior month
Investment Income	541,810	483,065	58,745	62,190	Higher investment interest income received in May
Other Sources	643,926	593,721	50,205	13,588	Primarily due to higher prior year write off reversals recorded in June
<b>Total Revenue</b>	<b>46,757,092</b>	<b>44,522,668</b>	<b>2,234,424</b>	<b>2,453,192</b>	
<b>Expenses</b>					
Salaries and Wages	23,022,854	19,790,302	3,232,552	1,895,455	Three pays in June plus accrual of FY23 pay at the end of June as part of the fiscal year end processes
Benefits	9,784,501	8,534,767	1,249,734	798,511	Three pays in June plus accrual of FY23 pay at the end of June as part of the fiscal year end processes
Purchased Services	3,029,506	2,542,548	486,958	333,580	Primarily due to higher advertising expenses and purchased service expenses in June
Supplies & Materials	2,760,465	2,532,194	228,271	316,217	Primarily due to timing of class fee related expenses, supplies expenses, and aviation fuel purchases; partially offset by higher printing expenses in June
Internal Services	80,227	50,383	29,844	14,880	Timing of internal events/charges
Other Expenses	1,279,220	1,160,176	119,044	134,269	Consistent with prior month
Institutional Expenses	1,957,234	1,740,944	216,290	165,373	Timing of utility bills and accrual of FY23 utility bills at the end of June as part of the fiscal year end process
Maintenance & Renovation	1,927,534	1,511,282	416,252	142,028	Primarily due to timing of large software contract invoicing
Professional Development	566,308	503,918	62,390	45,024	Timing of professional development expenses
Capital Outlay	238,118	200,103	38,015	5,293	\$38,015 Geotech Environmental Equipment Inc (equipment and kits to support WET degree)
<b>Total Expenses</b>	<b>44,645,967</b>	<b>38,566,617</b>	<b>6,079,350</b>	<b>3,850,630</b>	
<b>Transfers</b>	<b>498,106</b>	<b>352,733</b>	<b>145,373</b>		- Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>45,144,073</b>	<b>38,919,350</b>	<b>6,224,723</b>	<b>3,850,630</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,613,019</b>	<b>\$ 5,603,318</b>	<b>\$ (3,990,299)</b>	<b>\$ (1,397,438)</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2023**  
**As of 7/14/2023**

**INTERIM**

This statement does not  
reflect year-end results.

	<b>FY22 Actual</b>	<b>FY 23 Budget</b>	<b>YTD 7/14/2023</b>	<b>FY 23 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 20,501,108	\$ 22,001,840	\$ 20,937,056	\$ 21,368,567	(633,273)	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	12,663,865	12,663,865	(105,960)	Below budget due to higher than expected abatements for TIF and Brownfield
<b>Total Local Sources</b>	<b>32,462,788</b>	<b>34,771,665</b>	<b>33,600,921</b>	<b>34,032,432</b>	<b>(739,233)</b>	
State Sources	13,079,568	10,600,000	9,977,065	10,521,949	(78,051)	In line with budget
State Property Tax Reimbursement	183,427	145,000	185,235	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	1,224,477	244,712	Trending above budget; represents program and operational support from the NMC Foundation
Dividend and Interest Income	172,479	196,000	541,810	543,467	347,467	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	651,926	653,926	227,826	Increase in special event and other sales, including culinary services and Maritime Technology
<b>Total Revenue</b>	<b>45,769,991</b>	<b>47,118,530</b>	<b>45,753,067</b>	<b>47,132,728</b>	<b>14,198</b>	
<b>Expenses</b>						
Salaries and Wages	22,874,809	23,916,066	23,022,854	23,552,854	(363,212)	Currently trending slightly below budget due to open positions
Benefits	11,375,541	10,025,563	9,787,747	9,548,354	(477,209)	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	3,030,736	3,167,127	414,068	Trending above budget mainly due to increased advertising, security, & food service expenses
Supplies & Materials	2,648,865	3,041,584	2,764,363	2,989,069	(52,515)	Less consumption of supplies due to remote instruction and electronic communications
Internal Services	55,452	103,065	80,227	80,227	(22,838)	Increase in internal revenues and expense activity
Other Expenses	1,285,310	1,628,696	1,279,220	1,409,256	(219,440)	Continued savings in non-PD events
Institutional Expenses	1,624,503	1,738,804	1,957,234	2,052,360	313,556	Currently trending over budget primarily due to volatility in natural gas pricing
Maintenance & Renovation	1,841,957	1,762,581	1,936,339	2,086,140	323,559	Maintenance of software expenses exceeded budget
Professional Development	424,914	594,112	566,308	606,431	12,319	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	238,118	238,118	68,118	
<b>Total Expenses</b>	<b>44,661,408</b>	<b>45,733,530</b>	<b>44,663,144</b>	<b>45,729,935</b>	<b>(3,595)</b>	
<b>Transfers Out (In)</b>						
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	498,106	498,106	98,106	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)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Program Specific	(80,627)	(25,000)	-	(25,000)	-	
<b>Total Transfers</b>	<b>1,759,172</b>	<b>1,385,000</b>	<b>498,106</b>	<b>1,383,106</b>	<b>(1,894)</b>	
<b>Total Expenses &amp; Transfers</b>	<b>46,420,580</b>	<b>47,118,530</b>	<b>45,161,249</b>	<b>47,113,041</b>	<b>(5,489)</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ (650,589)</b>	<b>\$ -</b>	<b>\$ 591,818</b>	<b>\$ 19,687</b>	<b>\$ 19,687</b>	

**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**June 30, 2023**



	<b>As of June 30,</b>	
	<b>2023</b>	<b>2022</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 13,360,061	\$ 14,240,681 <b>A</b>
Accounts receivable, net	3,528,219	5,664,707
Prepaid expenses and other current assets	1,254,206	1,049,631 <b>B</b>
<b>Total current assets</b>	<b>18,142,486</b>	<b>20,955,019</b>
<b>Noncurrent assets</b>		
Long-term investments	18,498,161	16,738,418 <b>A</b>
Due to other funds	(20,595,799)	(18,944,110)
<b>Total noncurrent assets</b>	<b>(2,097,638)</b>	<b>(2,205,692)</b>
<b>Total assets</b>	<b>\$ 16,044,848</b>	<b>\$ 18,749,327</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 564,449	\$ 627,561
Accrued payroll	2,007,720	2,048,572
Unearned revenue	1,511,024	1,397,455
<b>Total current liabilities</b>	<b>4,083,193</b>	<b>4,073,588</b>
<b>Noncurrent liabilities</b>		
Voluntary separation plan	\$ 20,800	\$ 52,000
<b>Total noncurrent liabilities</b>	<b>20,800</b>	<b>52,000</b>
<b>Total liabilities</b>	<b>\$ 4,103,993</b>	<b>\$ 4,125,588</b>
<b>Net position</b>		
Net position, beginning of year	\$ 10,327,835	\$ 10,978,421
Change in net position	1,613,020	3,645,318
<b>Total net position</b>	<b>11,940,855</b>	<b>14,623,739</b>
<b>Total liabilities and net position</b>	<b>\$ 16,044,848</b>	<b>\$ 18,749,327</b>

**Notes:**

**A** - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.

**B** - Prepays includes a \$501,288 unrealized loss in investments due to investment market (discussed in further detail in the Investment Memo)





Northwestern  
Michigan  
College

**MEMO**  
*Administrative Services*

**To:** Troy Kierczynski, VP Finance and Administration  
**From:** Lindsey Lipke, Controller  
**Date:** June 15, 2023  
**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended June 30, 2023

Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s *Community College Act of 1966*, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

The College invests primarily in bonds, commercial paper, and certificates of deposit. In its long-term strategy, the College typically holds investments to maturity rather than seeking short-term gains at the expense of future returns. Market conditions ultimately drive the College’s investment holdings, income and overall performance.

The College reports investments on its statement of net position at fair value. Dividends, interest, and gains (realized and unrealized) are reflected in aggregate as **net investment income** in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment income (general fund only):

**Investment Income - General Fund Only**

*For the periods ending:*

	June 30 2021	June 30 2022	June 30 2023
Realized gains (losses)	\$ -	\$ -	\$ -
Unrealized gains (losses)	(525,507)	(1,891,082)	(501,288)
Dividends and interest	148,546	172,479	543,467
<b>Investment income, net</b>	<u>(376,961)</u>	<u>(1,718,603)</u>	<u>42,180</u>

The College had no realized gains in fiscal years 2021, 2022, or 2023 (year to date) related to investments.

The unrealized losses in fiscal years 2021, 2022, and 2023 (year to date) represent a rebound in bond market rates after bottoming out in June 2020. In November and December 2022, we began recognizing unrealized gains again.

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate 150 basis points (to near zero) in response to the economic impact of the Coronavirus pandemic. In response to inflation concerns, the Fed began rate increases beginning in March 2022 and are planning one additional, small rate hike in either July or September 2023.

An increase in dividends and interest is being seen in 2023 partially due to more favorable market conditions and partially due to the College’s short term investment strategy which is taking advantage of prevailing rates in liquid money market and commercial paper.

**Northwestern Michigan College**  
**Investments Held**  
**June 30, 2023**

<b>Financial Institution</b>	<b>CUSIP</b>	<b>Security Issuer</b>	<b>Abbr.</b>	<b>Security Type</b>	<b>Maturity</b>	<b>Coupon or Interest Rate</b>	<b>Interest Frequency</b>	<b>Cost</b>	<b>NMC Notes</b>
Huntington Bank	3136G4N33	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 8/27/23
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 7/27/23
Huntington Bank	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 8/23/23
Huntington Bank	3134GWNX0	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 8/27/23
Huntington Bank	06744GG55	Barclays Bk Plc/Barclays US Commercial Paper		Corporate Bond	7/27/2023	5.100%	Maturity	\$ 1,150,000	matures 7/27/2023
Huntington Bank	40434RUT7	HSBC USA Inc Disc Commercial Paper		Corporate Bond	7/27/2023	5.000%	Maturity	\$ 1,150,000	matures 7/27/2023
Huntington Bank	2332K1VA5	DNB Bank ASA Disc Commercial Paper		Corporate Bond	8/10/2023	4.850%	Maturity	\$ 1,575,000	matures 8/10/2023
Huntington Bank	47816GU64	Johnson & Johnson Disc Commercial Paper		Corporate Bond	7/6/2023	4.720%	Maturity	\$ 1,575,000	matures 7/6/2023
Huntington Bank	07273MWK8	Bayer Corp Disc Commercial Paper		Corporate Bond	9/19/2023	5.220%	Maturity	\$ 1,200,000	matures 9/19/2023
<b>Total Investments Held</b>								<b>\$ 25,550,000</b>	



**Northwestern  
Michigan  
College**

**MEMO  
Enrollment Services**

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To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: July 17, 2023  
 Subject: Fall 2023 Enrollment Update

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**Fall 2023**

Total contact hours are currently down 3.6% versus last year at this time with 73 fewer students. We are currently two orientation sessions behind the schedule from last year. The next scheduled orientation is 7/19/2023 with 98 students registered to attend. The Admissions department will be hosting several events over the next two weeks focusing on Michigan Reconnect in cooperation with state marketing efforts to increase participation in this program.

	<b>Fall 2020</b>	<b>Fall 2021</b>	<b>Fall 2022</b>	<b>Fall 2023</b>	<b>△</b>
<b>Inquiries</b>	3,615	3,540	3,370	3,469	2.9%
<b>Applicants</b>	3,001	3,008	2,758	3,015	9.3%
<b>% Applied</b>	83.0%	85.0%	81.8%	86.9%	5.1%
<b>Admits</b>	2,111	2,150	1,943	1,978	1.8%
<b>% Admitted</b>	70.3%	71.5%	70.4%	65.6%	-4.8%
<b>Admits Registered</b>	827	962	910	889	-2.3%
<b>% Admits Registered</b>	39.2%	44.7%	46.8%	44.9%	-1.9%
<b>Prior Admits Registered</b>	19	47	25	40	60.0%
<b>Retained Students</b>	1,503	1,370	1,434	1,328	-7.4%
<b>% Retained</b>	44.8%	45.8%	46.4%	46.3%	-0.2%
<b>Return Students</b>	147	222	144	178	23.6%
<b>Average Contact Hours</b>	11	11	11	11	-0.7%
<b>Total Headcount</b>	2,496	2,600	2,506	2,433	-2.9%
<b>Total Contact Hours</b>	28,395	28,715	27,968	26,958	-3.6%
<b>Tuition</b>	5,467,908	5,602,696	5,783,994	5,909,264	2.2%



Northwestern  
Michigan  
College

## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 7-17-23

**Subject:** June 2023 Monthly Report

In June our search campaigns for adult and traditional learners generated most of the total applications with the GLCI, Police Academy and CIT leading our program specific campaigns. We're now updating our key program campaign areas for FY24. While earned media metrics show a slight dip YOY, overall coverage is still very strong. Highest performing media coverage includes Juneteenth events and the Freshwater Research Innovation Center. The Dennon Museum Center was also featured in United Airlines inflight magazine on all of its planes. Highest performing social posts include Cafe Lobdell's, outstanding alumni, dental students and study abroad. Owned media focused on the final edits of the June Nexus. NMC Public Relations, Marketing and Communication key performance indicators for June 2023 include:

### ***Paid Media*** ↑

- Leads (RFI): 232
- Applications: 114
- Accounts: 111

### ***Earned Media*** ↓

- Media mentions: 73
- Positive/neutral sentiment: 98.5%
- Publicity value: \$10k

### ***Owned Media*** -

- June issue of Nexus- 50,000 copies

### ***Shared Media*** ↑

- Facebook followers: +7% YOY
- Facebook engagement: +116% YOY
- Instagram followers: +13% YOY
- Instagram engagement: +1.5% YOY



**MEMO: Resource Development**

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

**From:** Jennifer Hricik  
Interim Assoc. Vice President, Resource Development  
and Executive Director, NMC Foundation

**Date:** July 14, 2023

**Subj:** Foundation Update

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**Fund Raising – a “wrap!” on FY23 goals**

Thanks to our many donors for supporting NMC students through their gifts to programs, facilities and scholarships!

- The number of gifts received this past fiscal year (F23) 4,326 was just under the total number of gifts received last year at this time – 4,451 (with a total raised of \$3,807,109 F22).
- FY23 total dollars raised through the NMC Foundation
  - \$2,826,815 Total received (including The Fund for NMC, pledges, and *new documented planned gift intentions*) raised toward goal
  - + \$185,197 Gross event revenue
  - \$3,037,012 Total raised through new gifts, commitments, & events**  
(Original Goal: \$1,330,000, Revised FYE Goal: \$3,000,000)
  - + \$248,984 from previously documented planned gifts

Of the F23 funds raised and realized, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$265,412
- Scholarships at NMC - \$1,697,008
- Programs and capital projects at NMC - \$1,323,576

**Foundation Initiatives**

- Foundation governance documents are under review and revision. A meeting between the Executive Committees of both the foundation and college’s Board of Trustees was conducted on June 12, 2023. The revised MOU is in review with the respective executive committees.
- Two new foundation board members approved by the foundation board on June 28, 2023 and provided for approval by the Board of Trustees at this coming July 2023 meeting.

Northwestern Michigan College  
Board of Trustees  
**Executive Committee Minutes**  
July 20, 2023  
University Center, Room 06  
2200 Dendrinos Drive  
Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 8:30 a.m.

Members Present: Laura Oblinger, Chris Bott, Rachel Johnson

Others Present: Nick Nissley, Lynne Moritz

### **President's Update**

Nissley reviewed the upcoming MCCA Summer Conference agenda and shared his insights regarding the recent Business Leaders for Michigan report on community colleges in the state. While the report has been much anticipated, Nissley shared it has a positive tone, citing the report title (“Building a world class community college system”), as well as the sections titled “Why Community Colleges are important” and “Closing talent gaps together.” Nissley also cited that the enrollment data spans the highest enrollment rates during the great recession and recognized that disparities between white and BIPOC students are addressed in strategy 3 of the college’s strategic plan. It was noted that completion rate data included in the report is limited to data for “1st year full-time students, within six years of start (analysis by Boston Consulting Group using 2021 data of 2014 cohort).” NMC’s most recent cohort (2017-18) for six year comprehensive success was 52.6% (compared to the report’s data scope which lists NMC’s completion rate as 34%). There was discussion regarding communicating with northern Michigan leaders who serve as members of the board for Business Leaders for Michigan.

### **Board Chair Update**

Chair Laura Oblinger provided an update on TIF renewal and sought committee input on the subject before discussing the College and Foundation Memorandum of Understanding. Chris Bott made a motion, seconded by Rachel, to approve the updated MOU and it passed unanimously. The committee agreed that the updated MOU has addressed all concerns from the Foundation and has provided the necessary clarifications to continue a collaborative, aligned, and productive relationship. If there are remaining concerns that the Foundation Board Executive Committee feel are not addressed in the updated MOU, it is important to the trustees that they are made aware and work together to resolve them. Oblinger noted that having engaged and inspired Foundation Board members is critical to the overall success of the work the Boards do together.

### **July Board Meeting**

The agenda for the July 24 regular meeting of the Board of Trustees was reviewed and it was noted Trustee Johnson will be absent. Chair Oblinger previewed her verbal Board Chair Report and there was discussion regarding the Aviation program focus and expansion plan.

### **Other Discussion**

There was discussion regarding the current status of the BEST Benzie County Educational Network’s interest in annexing Benzie County into the college’s district.

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

The meeting was adjourned at 9:23 a.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**  
July 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, Chris Bott, Kennard Weaver

Others Present: Lynne Moritz, Troy Kierczynski

### **Aviation Hangar Expansion**

Troy Kierczynski, Vice President of Finance and Administration, stated Plante Moran Cresa, commercial real estate advisors, has been contracted to conduct project planning (i.e., identifying risks, procurement strategy, capital planning, securing an architect and engineer). With the state budget finalized, there is a clearer idea of state funding for the project and Plante Moran will clarify the project expenses. Plante Moran will present to the Building and Site Committee and it is anticipated proposals and bids for architects will occur in October or November. For future considerations, the college's amount of investment in relation to state funding and fundraising is to be determined.

### **Geothermal**

The Department of Energy is beginning to award the \$2.7 million funding (50% match) being provided by the federal government. Kierczynski described the scope of the project and objective to eliminate need for boiler system, although a backup boiler would remain for support. The project will drastically reduce carbon emissions for those buildings on the system and would occur in multiple phases over 3-5 years. The committee expressed support for seeking energy credits and to complete the project in a reasonable timeframe to reduce disruptions to campus.

### **Campus Master Plan**

As the utilization study portion of the planning process is underway, data is desired to analyze usage of academic and office spaces. There was brief discussion regarding the proposed schedule for stakeholder engagement sessions.

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

### **Other Discussion**

The committee will meet again on Thursday, August 17, 2023, with the agenda tentatively including the Freshwater Research Innovation Center.

The meeting was adjourned at 2:32 p.m.

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



## **MEMO: Resource Development**

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

**From:** Jennifer Hricik  
Interim Assoc. Vice President, Resource Development  
and Executive Director, NMC Foundation

**Date:** June 29, 2023

**Subj:** Foundation Board Appointments

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The NMC Foundation Board of Directors recommends for Board of Trustees' approval the following Foundation Board appointments.

### **New Directors**

Matt Desmond and Peg Jonkhoff are recommended for new terms of three fiscal years commencing July 2023 and expiring June 2026.

A Detroit area native, **Matt Desmond**, his wife Julie and their growing family moved to Traverse City from Oregon in 2004. A graduate of the University of Notre Dame, Matt has spent the bulk of his career in the financial services industry as an international equity analyst, a small cap stock analyst, a portfolio manager, and a financial planner. In 2019, he and his business partner founded Desmond Liggett Wealth Advisors, a triple-bottom-line oriented wealth management firm based in Traverse City. Matt and Julie, who owns and runs Millie & Pepper, a restaurant in downtown Traverse City, have three wonderful daughters and a fantastic dog. They love to spend their free time in the water, on the trail, in the woods, in the kitchen, or on the road. Matt was nominated by Timothy Young.

**Peg Jonkhoff** is a Traverse City native. She has an Associate's degree from NMC, as well as Bachelor's and Master's Degrees from Ferris State University. She was co-owner, with her husband Dan, of the Reynolds Jonkhoff Funeral Home and administrative director from 1992 until 2022. Last year Peg and Dan passed the ownership torch on to their daughters, Christy and Lindsey. Peg continues to help part-time with administrative work, with services, and special projects. Peg has served and led many local boards and clubs including the Traverse City Area Chamber of Commerce, Board of the Traverse City Country Club, Zonta Club, The Friendly Garden Club of Traverse City, Grand Traverse Children's Garden, Impact 100, mAIDens of Michigan, and the Botanic Gardens at Historic Barns Park. In 2013, Peg was a recipient of NMC's Outstanding Alumni Award. She is a Master Gardener and she co-authored a book about Perry Hannah which is now in its third printing. In her free time, Peg enjoys gardening, walking, golfing and spending time with Dan, her family and friends, and especially her four grandchildren. Peg was nominated by Fran Gingras.

### **Director Reappointments**

The Foundation Board recommends the reappointment of **Don Coe**, **Steve Fisher**, **Diana Milock**, **Jayne Mohr**, **Pat Warner**, and **Jim Weigand** to terms of three fiscal years commencing July 2023 and expiring June 2026.

### **Emeritus Appointments (for your information, no Board of Trustee action needed)**

On June 28, 2023, with appreciation for meritorious service to the NMC Foundation, the Foundation Board appointed Kerm Campbell and Fran Gingras as Emeritus Foundation Board members for the term of life.





**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:** July 12, 2023  
**Subject:** Pine Lot Repaving

This document is intended to provide an overview and recommendation for the selection of a provider for repaving the Pine Lot, which serves our on-campus apartment residents.

### **Recommendation**

Authorize the administration to enter into a contract with Reitaliano's Asphalt and Concrete Service & Repair in the amount of \$88,900 to repave Pine Lot.

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

At the June 26, 2023 board meeting, the board approved a bid with Quality Sealcoating, Inc. to reseal and stripe 10 of the College's parking lots including Pine Lot. Upon further inspection of Pine Lot in preparation for the resealing, it was determined that significant deterioration occurred between the time bids were received in March to now. Due to its poor condition, resealing would provide minimal benefits, and therefore repaving is recommended. Bids for repaving were requested as described below. Since Pine Lot was included in the resealing work approved in June, approximately \$5,000 will be credited or reallocated to additional resealing work.

### **Bid Analysis**

<b>Company</b>	<b>Location</b>	<b>Amount</b>
Reitaliano's Asphalt and Concrete	Fife Lake, MI	\$88,900
Team Elmer's	Traverse City, MI	\$98,495
Rieth-Riley Construction Co., Inc.	Grawn, MI	No Response
Molon Asphalt, Inc.	Traverse City, MI	No Response

### **Funding Source**

This project will be funded by Apartment Reserves.



**MEMO**  
Systems & LAN Management

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
**Date:** July 23, 2023  
**Subject:** Network Server Replacements FY24

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Board Authorization Requested

Authorize the administration to enter into a contract with Frontier Computer for the purchase of eight replacement network servers for \$81,608.

Background

Purchase for the replacement and upgrade of the first half of NMC's primary network servers was authorized at the March 2023 Board meeting using FY23 funds. This request is for the second half of the primary network servers. Purchasing the servers in back-to-back fiscal years helps spread the cost over multiple budget cycles and enables the purchase of the same model equipment, easing the configuration and management of these systems.

Cost Summary

Quotes were obtained for the March 2023 purchase. NMC is able to purchase these additional servers at the same cost as the previous systems. We will purchase new Dell server hardware from Frontier Computer (Traverse City). The total expenditure for this solution is \$81,608.

Funding Source

The funding source is the Plant Fund Reserves.



**MEMO**  
Systems & LAN Management

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
Troy Kierczynski, Vice President of Finance and Administration  
**Date:** July 24, 2023  
**Subject:** Security Camera Server System Replacement

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Board Authorization Requested

Authorize the administration to enter into contract with People Driven Technologies for the replacement of the Security Camera Server System and some cameras at a cost of \$278,145.00.

Background

NMC administers and maintains a security camera infrastructure system, including over 300 cameras that provide coverage for all campuses, buildings, and various parking lots and outdoor spaces. The current system was installed in 2017. Since the installation of the original system, NMC has increased the system with the addition of many new cameras. The current servers and approximately 25 cameras have reached the end of their useful life due to age and the lack of video storage capacity with the addition of the new cameras.

Cost Summary

This is a sole-source purchase. The number of firms that have the technical expertise and knowledge in this technology area is extremely limited. People Driven Technologies is the current vendor that provides the maintenance and support of this system. We also work with this company in other areas of technology purchasing and ongoing support.

Funding Source

This purchase will be funded by the Plant Fund Reserves.