



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

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

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

Meeting Agenda

Monday, August 28, 2023
at Hagerty Center, Room C
Great Lakes Campus, 715 E. Front Street

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

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

II. STRATEGIC FOCUS

- E. Strategic Initiatives Update—*Jason Slade, Vice President of Strategic Initiatives*

III. REPORTS AND PRESENTATIONS

- F. Program Focus: Dennon Museum Center—*Craig Hadley, Executive Director*
- G. Faculty Report: A Thematic Approach to Teaching Writing and Research in the English 112 Course—*Deirdre Mahoney, Communications Instructor*
- H. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

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

- I. President's Update—*President Nick Nissley*
- J. Board Chair Update—*Laura Oblinger, Chair*
- K. MCCA Summer Conference—*Attending Trustees*



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August 28, 2023 Meeting Agenda
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VI. CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

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

Recommend that the following items be approved:

- L. Minutes of the July 24, 2023, regular meeting
- M. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- N. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- O. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- P. Building & Site Committee Minutes—*Ken Warner, Committee Chair*

VII. ACTION ITEMS

Q. MCCA Membership Dues (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to continue membership with the Michigan Community College Association, which includes membership dues of \$37,500 for FY24.

R. Local Strategic Value Resolution (Pursuant to Policy A-106.00 Finance)

Recommend adoption of presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practice standards required by the appropriations law for fiscal year 2024.

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: August 21, 2023
Subject: Strategic Initiatives Update: *August 28, 2023 Board of Trustees Meeting*
 Topic: ***Summary of Strategic Plan - Transition from Year 1 to Year 2 of Implementation***

The August Board of Trustees meeting provides the opportunity to summarize the progress of NMC's Strategic Plan to date and provide an update on the transition from Year 1 to Year 2.

Year 1 Summary:

Strategy 1: Future-Focused Education (Champion: Stephen Siciliano)

Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.

Status: 5 objectives are in progress and on track

Key Metrics: Accelerated courses, credentials for prior learning, course delivery, and exponential learning opportunities are all meeting targets.

Strategy 2: Student Engagement and Success (Champion: Todd Neibauer)

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

Status: 4 objectives are in progress and on track; 1 objective is behind schedule due to an unstaffed success coach position

Key Metrics: Student sense of belonging continues to increase. Enrollment numbers are still lagging behind targets but marketing campaigns continue to be expanded.

Strategy 3: Diversity, Equity, and Inclusion (Champion: Marcus Bennett)

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

Status: 3 objectives are in progress and on track; 2 objectives are complete

Strategy 4: Community Partnerships and Engagement (Champion: Jason Slade)

Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.

Status: 4 objectives are in progress and on track

Key Metrics: Workforce development opportunities have increased exponentially. Financial performance of EES continues to improve, but is still behind target.

Strategy 5 - Institutional Distinction and Sustainability (Champion: Troy Kierczynski)

Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

Status: 4 objectives are in progress and on track; 3 objectives are in progress, minimally behind schedule

Key Metrics: Aviation exceeded past revenue and headcounts; hangar expansion is pending. Culinary has met its financial objective. Programs behind are working on meeting financial and headcount goals.

Internally, Year 1 resulted in the following:

- alignment of the Strategic Plan to A3s (department-level goal setting)
- cascading of goals from the Strategic Plan to the department level to individual performance plans
- alignment with NMC's budget cycle and resource planning processes
- development of a dashboard system with objective-level metrics
- timely updates to internal and external stakeholders

Year 1 Success and Celebrations!

While there have been numerous wins, both big and small, below are some key successes we should be proud of and are the direct result of the Strategic Plan and the dedication of objective leads and champions.

Strategy 1 (Future-Focused Education) - 26 courses have been developed for accelerated delivery for Fall 2023. 1,742 students had an experiential learning opportunity (ELO) this academic year, well on our way to providing an ELO for every credential-seeking student.

Strategy 2 (Student Success) - PRMC has developed and implemented program specific campaigns across GLCI, Engineering, Audio Tech, Surveying, CIT and Police Academy. New campaigns are Nursing, Esports Management Certificate, GLWSI (Marine Tech / WET), UAS and Dental. Currently showing an increase in new students registered for Fall 2023 (will be finalized by the first day of Fall).

Strategy 3 (DEIB) - Appointment of Marcus Bennett to Special Assistant to the President for Diversity, Equity, Inclusion, and Belonging. Development of purpose statements and definitions are complete and website development has begun. Implemented an onboarding DEI module for all new employees to NMC. Kenneth James will engage faculty and staff around belonging during the opening conference.

Strategy 4 (Community Partnerships) - Extended Education Services and Marine Center have developed and deployed over 103 workforce and professional development trainings to the community. Enrollment practices have been implemented to make the process more seamless for students applying to NMC and ultimately going on to a University Center partner institution.

Strategy 5 (Distinctive Programs) - A new maritime culinary certificate was developed and the first cohort begins this Fall. The Great Lakes Culinary Institute has successfully met their objective and financial metrics! This was an extensive undertaking by GLCI, administration, and others. We also successfully secured \$3.75m from the State of Michigan and have a high probability of receiving \$550,000 from our Federal congressionally directed spending request to support our Aviation Hangar Expansion project. Securing the funding allows us to shift focus towards project execution.

Year 2 Transition:

The development of Year 2 action steps began in November 2022 with preparation of a rough draft of action steps to support the current objectives based on performance metrics. Subsequent feedback sessions occurred as well as integration between the college's A3s and budget processes ensuring alignment across program areas and resources. New and updated actions were finalized with the adoption of the FY24 budget, Year 1 Strategic Plan Actions were archived, and Year 2 Actions implemented as of July 1, 2023.

A comparison of Year 1 to Year 2 in terms of objectives and action steps provides a natural place to start:

	Year 1 of Strategic Plan	Year 2 of Strategic Plan	Comments
Time Frame	~ 17 months Feb. 2022 - June 2023	12 months July 2023 - June 2024	Aligns with fiscal year for departmental planning and budgeting
Strategies	5	5	No change
Objectives	24	22	2 of 5 Strategy 3 objectives are closed
Action Steps	142	137	Majority (>80%) are new
Metrics	Beginning	Fully-implemented	Next update is Sept. 2023 to capture fall enrollment data
Alignment	Minimal	Aligned to NMC's A3s and budget process	

Goals for Year 2:

- More focused action steps to meet objectives (Year 1 required exploration and inventory)
- Increase the use of metrics to determine performance, adjusting as needed
- Completion of objectives allowing Year 3 to be keenly focused on the key objectives under each strategy
- More streamlined development of Year 3 objectives

Other Initiatives:

- NMC's Master Plan was not part of the Strategic Plan but has since become a critical component of the college's future development. The Master Plan and Strategic Plan will support each other moving forward.
- The Freshwater Research and Innovation Center (FRIC) will be integrated as part of Strategy 5 - Distinctive Programs, Great Lakes Water Studies Institute (GLWSI), and is a major initiative for the college which requires a new joint venture governance model.
- Innovation, both incremental and sophisticated, are being integrated into various actions across all strategies.
- Alignment to / expansion of the plan will need to be considered as new initiatives begin.

Timing:

Board of Trustees updates will occur on the following schedule:

- Strategy 1 - Future-Focused Education - September 2023
- Strategy 2 - Student Engagement and Success - October 2023
- Strategy 3 - Diversity, Equity, Inclusion, and Belonging - November 2023
- Strategy 4 - Community Partnerships and Engagement - December 2023
- Strategy 5 - Institutional Distinction and Sustainability - January 2024
- Mid-Year Updated on Strategic Plan including Summary - February 2024

Feedback and Changes:

Feedback from the previous year has been incorporated into monthly updates or the overall process.



Northwestern Michigan College

Dennos Museum Center Program Highlights

Craig Hadley | Director
August 28, 2023





CRAIG HADLEY
EXECUTIVE DIRECTOR &
CHIEF CURATOR

Contact Craig for exhibit scheduling, proposals, and gifts to the museum.

chadley@nmc.edu



LIZ CELESTE
CURATOR OF EDUCATION
& EXHIBITIONS

Contact Liz for tours, public programs, and ed. opportunities.

eceleste@nmc.edu



MEGAN HOLTREY
OPERATIONS MANAGER

Contact Megan for volunteering, rental requests, billing, and membership.

mholtrey@nmc.edu



CHELSTIE NIEMI
AUDIENCE ENGAGEMENT
& COMMUNICATION
MANAGER

Contact Chelsie for marketing and partner opportunities and event promotion.

cniemi@nmc.edu



KIM HANNINEN
REGISTRAR &
PREPARATOR

Contact Kim for Inuit art information and donation deliveries.

khanninen@nmc.edu



NICOLE ZEILER
STORE MANAGER

Contact Nicole for store consignment, sales, and art market applications.

nzeiler@nmc.edu

STAFF

“ The Dennos Museum Center **builds community, sparks conversation, and inspires change** for audiences of all ages through its exhibitions, programs, and the collection and preservation of art. ”



Program Distinctions

1. Co-PI: Terra Foundation **Community College Grant** (fall 2024)
2. **New NMC HUM 150 Course** (spring 2024)
3. New **Milliken lighting** and stage upgrades (fall 2023)
4. National AAM/AAMG **Accreditation Leadership**
5. IMLS CAP **National Advisory Board**
6. Spring and holiday artist **markets**
7. **Experiential learning leader**: NMC/ELI Faculty Fellows *and* internships for college and graduate students



A DMC Carleton College intern assisted with Inuit cataloging during summer 2022

TERRA

FOUNDATION FOR AMERICAN ART



**American
Alliance of
Museums**

AAMG

Association of Academic Museums & Galleries



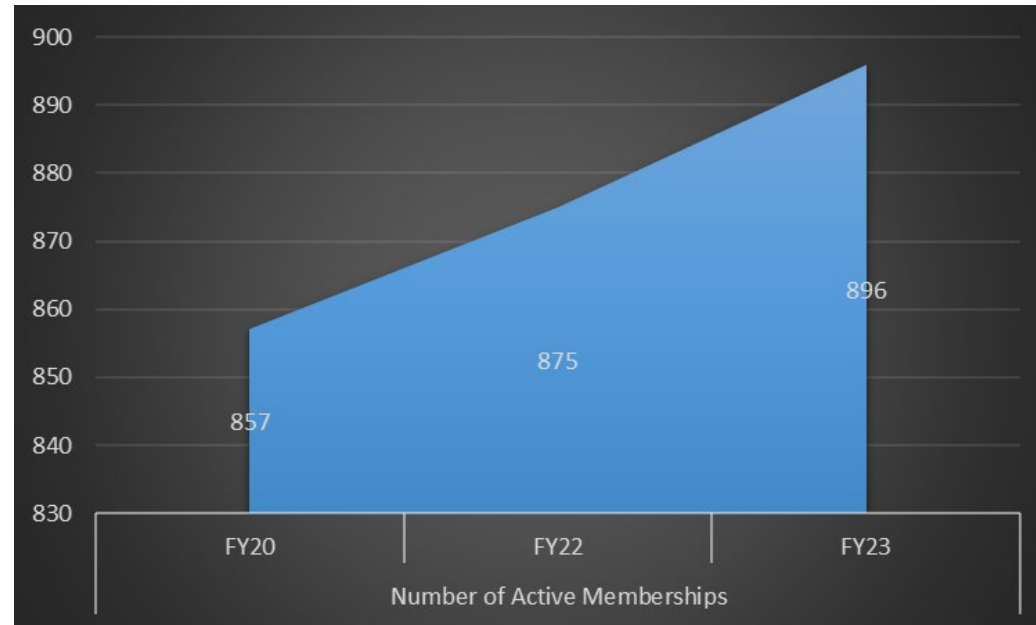
INSTITUTE of
**Museum and Library
SERVICES**



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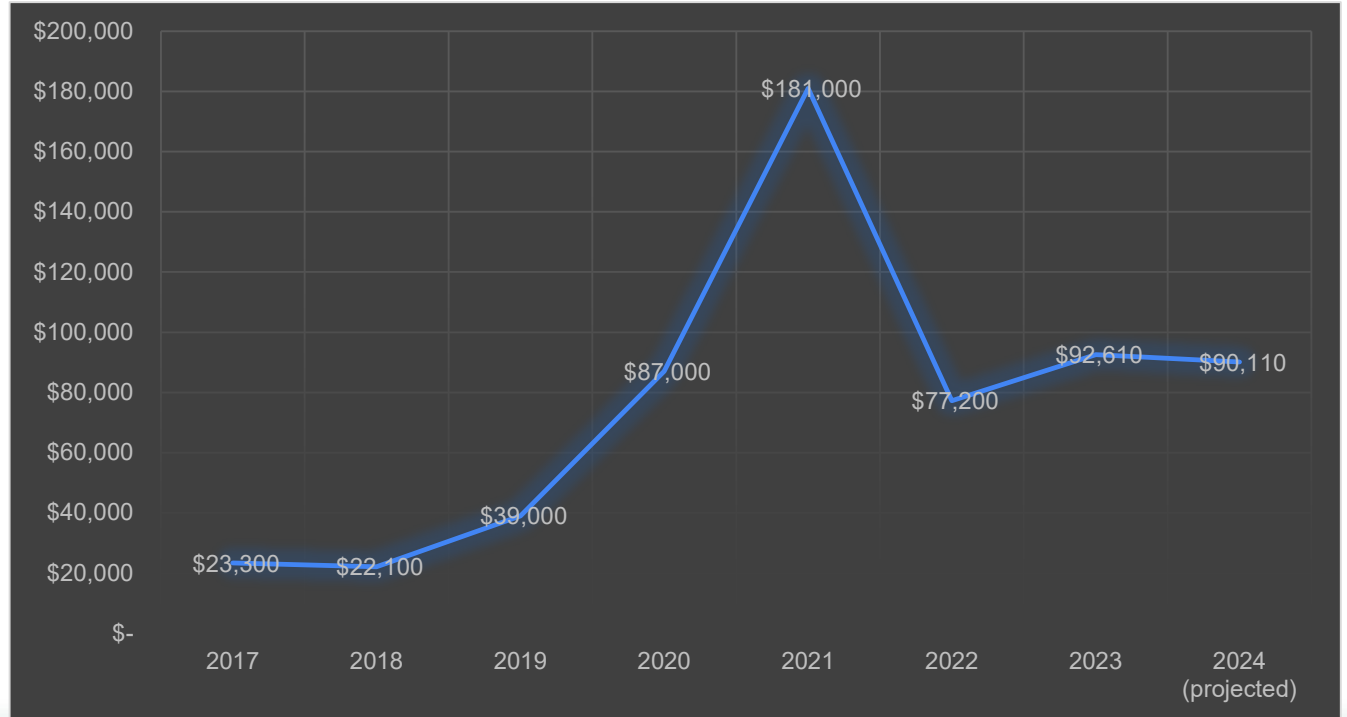
NMC NEXT: Strategy 5.4A

Making the Case for Membership



NMC NEXT: Strategy 5.4A

Grant Dollars Earned Per FY

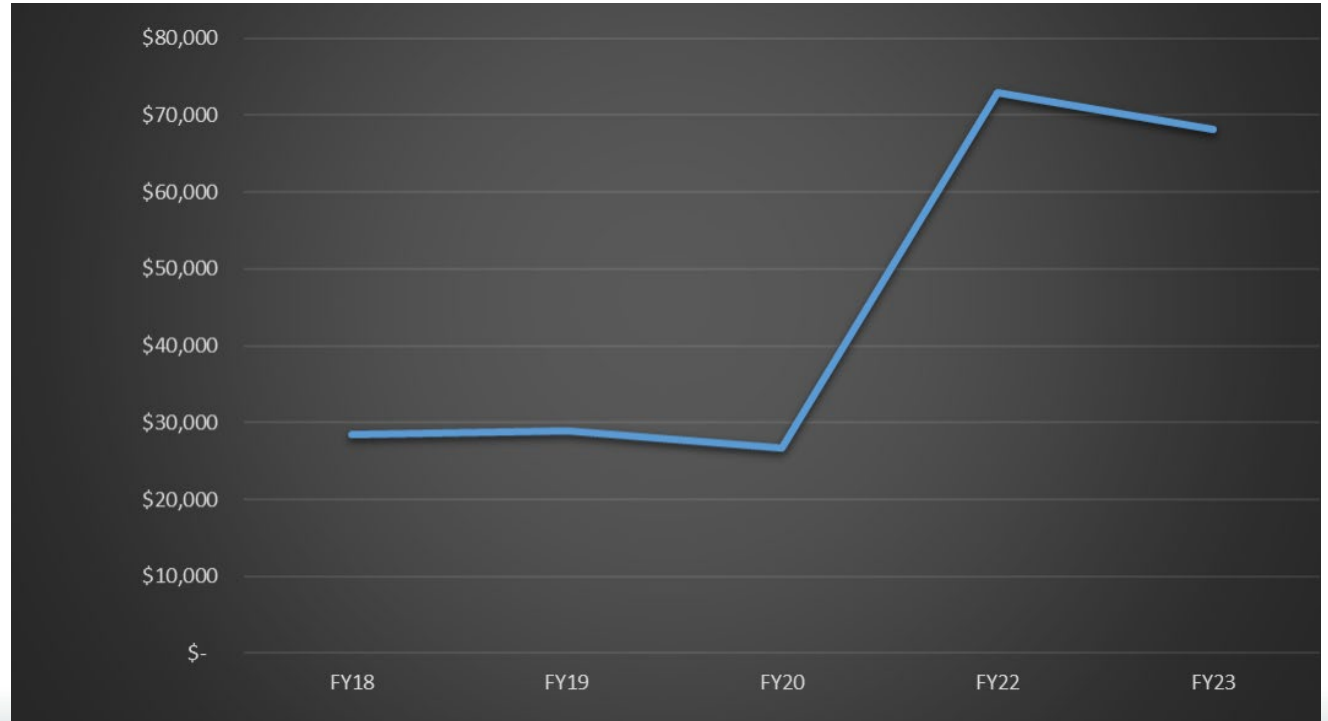




One of several NEH/IMLS collections care projects completed in the past two years: \$25,000 in federal funding to expand high density object storage in advance of accreditation.

NMC NEXT: Strategy 5.4A

Annual Fund Performance



SOUND WALL 2.0

Interactive Dennos favorite restored for new generation



A fundraising campaign last year raised more than \$30,000 to restore the wall, installed in the early 1990s. Over the winter, museum staff disassembled, sanded and painted each piece, testing it with every new coat of paint to make sure all the components worked. NMC IT staff replaced the computer, and Milliken Audio Technician Maria Ulrich wired new speakers and repaired the sound board. Even better, Ferguson received a scholarship for the trip, so admission for all 75 students was completely covered.

EASTERN ELEMENTARY KINDERGARTEN TEACHER KATHLEEN FERGUSON COMPOSES MUSIC ON THE RESTORED SOUND WALL WITH HER STUDENTS DURING A FIELD TRIP TO THE DENNOS MUSEUM CENTER.



Lynne Moritz <lmoritz@nmc.edu>

D. Mahoney Presentation Information

1 message

Deirdre Mahoney <dmahoney@nmc.edu>
To: Lynne Moritz <lmoritz@nmc.edu>

Mon, Aug 14, 2023 at 12:13 PM

Hello Lynne,

Below you will find the information you need from me for the August 28 Board meeting.

Do you have an update on whether the video gets plugged into the materials?

Also, could you confirm the location and time of the meeting? Many thanks!

Deirdre

Name/Title: Deirdre Mahoney, Ph.D. – English Faculty

Name of Presentation: A Thematic Approach to Teaching Writing and Research in the English 112 Course

Description: This presentation reports on a unique section of English 112 (second-semester composition) launched last spring. The theme is *family/informal caregiving*, and the subject matter considers those in American culture quietly caring for friends or family members who are elderly, disabled, or living with a chronic illness or condition. Course emphasis is on argument, research methods, and information literacy; assignments reinforce skills in summary, analysis, evaluation, and synthesis. While the theme is suitable for all students, the course primarily attracts those studying social work and health occupations.

Who Am I? I have been an instructor at NMC for more than two decades. During this time, I have also led the first-year writing program and served as chair of the Communications Academic Area.

--
Deirdre Mahoney, PhD
Communications Academic Area
Northwestern Michigan College
[1701 E. Front Street](#)
[Traverse City, MI 49686](#)
(231) 995-1184



MEMO: Resource Development

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: August 23, 2023

Subj: Foundation Update

Fund Raising – new year, new goals, a report on FY23 goals

This is the first report on progress toward FY24 goals. We are currently tracking almost exactly to the same amount of funds raised as compared to where we were on this date last year, so off to a good start towards a year-end goal of fundraising \$2,400,000.

- The number of gifts received to date this fiscal year: 404
- FY24 total dollars raised through the NMC Foundation
 - \$264,432 Total received to date (including The Fund for NMC, pledges, and *new documented planned gift intentions*) raised toward goal
 - + \$8,750 Gross event revenue
 - \$273,182 Total raised through new gifts, commitments, & events**
 - + \$0 *from previously documented planned gifts*

Of the FY24 funds raised and realized, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$28,403
- Scholarships at NMC - \$224,253
- Programs and capital projects at NMC - \$86,777

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.
- *NMC Aviation - Next Level* fundraising campaign is the top fundraising priority for the year. This fall the foundation will conduct a campaign feasibility study and prepare a defined campaign plan to launch in the spring semester. As final project plans are approved by the college, planning the fundraising campaign strategy around the three-phased building construction will maximize the foundation's ability to fundraise throughout the three phases.

Foundation Initiatives cont.

- The foundation team will successfully implement the first year of objectives for the foundation's strategic plan *Foundation Forward: Mobilizing Generosity* and be ready with new and fresh objectives by the end of the year. An updated foundation dashboard that includes both fundraising and program KPIs alongside reporting progress on the strategic plan is under development this year. Much of the current action plans are focused on building systems and infrastructure to allow for future objectives to be achieved. One of the most significant action steps already accomplished is the hiring of an additional Leadership Gift Specialist which is vital for our team to meet expected strategic plan goals.
- As an important part of both annual and major giving programs, the foundation team has identified program-specific donor events for this academic year. These events allow the foundation to steward current donors of these programs – and to cultivate new donors to the programs (aka friend-raising). Trends in philanthropy point to a greater interest by today's donor in restricting their giving to specific purposes. Donors want to see the direct impact of their gifts. The foundation is cultivating these donor relationships directly with a variety of NMC programs in coordination with program directors.

The Great Lakes Culinary Institute's *Taste of Success* event remains our most mature and largest of these types of events. Several years ago the marketing of this event shifted from advertising that the proceeds go to strictly scholarship support to both scholarship support and "the greatest needs" of the program. As noted at last month's Board of Trustees meeting, this past fiscal year \$100,000 from the Taste of Success fund was directed to program operating expenses as part of reimagining the future of GLCI.

Taste of Success Scholarships remain just as available as has been historically awarded (annually around \$50,000 in scholarships to students meeting the criteria) and new in F22 an additional \$20,000 has now been budgeted annually to gift knife/bake kits to every new incoming culinary student. This additional supplies scholarship for every student removes a significant barrier to enrolling. The current fund balance and anticipated annual revenue from this event are strong and allows GLCI the confidence that Taste of Success Scholarships will remain and grow for the foreseeable future.

It is also important to note that when combined with other GLCI restricted scholarship funds, \$132,250 is the total scholarship dollars available to GLCI in F24 inclusive of Taste of Success Scholarships. The total fund balance for GLCI scholarships including endowed scholarship funds is \$1,500,000.



Northwestern
Michigan
College

MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: August Mid-Month Update
Date: Friday, August 18, 2023

Dear Board of Trustees,

Since our July Board meeting the following are key updates:

Passing of Kari Kahler

It was with heavy hearts that we announced the August 12th passing of Dr. Kari Kahler, Dean of Learning Services, and a cherished member of our Northwestern Michigan College community for more than 40 years. Many of you knew she had been fighting cancer for several months. Kari was a helper and a hero to countless students and colleagues on campus, particularly through her role as advisor to Phi Theta Kappa for 36 years. Her impact will continue to resonate throughout the campus, with her students assuming leadership roles in various student organizations. You can read more about [her amazing life and her contributions to the NMC community](#) and [her full obituary here](#). A celebration of life is scheduled for Saturday, August 26, 2023, at the NMC Hagerty Center.

'NMC Night' at the Pit Spitters

Last week, 300 Hawk Owls - students, alumni, faculty, staff - gathered together to cheer on our Pit Spitters. I joined with our new NMC Engineering student, Abby Hill, to throw out the first pitch. It was a great community-building event, further reinforcing our commitment to creating a sense of *belonging* on campus. And, we enjoyed both Board of Trustees and Foundation Board engagement at the event.

MCCA's Summer Conference

Thank you Trustees for actively participating in this year's MCCA Summer Conference. It was a powerful few days together. In addition to learning and networking with our peers from across the state, we celebrated Lynne Moritz and Marcus Bennett for their MCCA Leadership Academy graduation. In addition, what a privilege to celebrate our NMC alumna, Susie Janis, at the Association's Awards Dinner. It was my privilege to introduce Susie as the 2023 recipient of the MCCA Outstanding Alumnus Award. She was selected from the entirety of alumni from our state's 31 community colleges. Also, NMC was asked to share our Aviation Growth Plan with the conference audience. It was fulfilling to hold up the work that Alex Bloye has led and that you have supported. It was very well received by the audience. It was a conference filled with NMC bright spots! ACCT's President, Jee Hang Lee, was also in attendance at the Summer Conference, and afterwards I afforded him a tour of our NMC campus, focusing on the Dennis Museum and our Great Lakes Campus.

New Employee Orientation

This past week our campus community collaborated to deliver our New Employee Orientation. All of the employees who help deliver this ‘welcoming’ event ensure that it embraces our new employees as part of our community, that they feel welcome, and understand how to navigate NMC – our physical campuses and our culture. Much time is spent helping our new employees build relationships, connect to the College’s ‘big picture’ (e.g., our mission/values/vision and strategic plan), our culture of continuous improvement, and their role in it. It’s important work, helping to build a healthy, high-performance culture, and ensuring that it's welcoming.

Senator Peters’ Visit to NMC

On August 1st we gathered at our Great Lakes Maritime Academy to celebrate the signing of the CADETS Act, a bill, sponsored by our U.S. Senator Gary Peters; that will have a tremendous impact on the success of the cadets who attend GLMA, as well as those cadets at the other 5 state maritime academies. Thanks to the efforts by Senator Peters and his leadership on passing and signing into law the CADETS Act, our students now have one less barrier in their path to success. The formula is simple: our cadets can now earn financial assistance in exchange for a post-graduation service obligation – a win-win! A special thanks to Jerry Achenbach and Gabe Schneider for their advocacy. During the visit Senator Peters also had the opportunity to pilot an ROV.

NMC Hosted the Rotary Club of Traverse City for a Campus Picnic

NMC hosted the Rotary Club of Traverse City for a Campus Picnic on August 1. It was a beautiful summer day with a Hawk Owl Café catered picnic menu enjoyed under the shady trees on campus. Better yet – the day’s speaker was Alex Bloye who shared an update regarding the Aviation Growth Plan. I should also note that NMC instructor Jacob Wheeler discussed his recent book, ‘Angel of the Garbage Dump’ at the following week’s Rotary meeting (August 8th). I will be sharing my annual ‘State of the College’ update with Rotary on September 12.

Benzie County Annexation Possibility

Earlier this week, Board Chair Laura Oblinger, Trustee Kennard Weaver, Todd Neibauer, and I met with some of the folks from Benzie County who have been meeting/exploring the annexation possibility. This group included: Jack Harnish, President of the Advocates for Benzie County; Valerie Gerhart, Sunrise Rotary Club; Josh Stoltz, Executive Director of Grow Benzie; Katie Zeits, Benzie County; and, Maggie Bacon, Coordinator of BEST Benzie. It was focused on: 1) ‘getting to know one another’; 2) listening to their vision; and 3) beginning to articulate ‘next steps.’ It was a very productive meeting, with much shared optimism. The following way forward/next steps was agreed:

- 1) The Benzie group that we met with will convene a gathering of key stakeholders (Tuesday, September 19th at 7:00 pm), with the intent of informing them of the desire to move forward, and seeking to gauge their willingness to take on a leadership role. Minimally, Nick, Laura, and Todd will plan to attend/participate.
- 2) Following the Stakeholder Meeting noted above, the Benzie group will conduct a Town Hall, designed to gather 'all sides', to share the intention of annexation, and to gauge the 'yay' versus 'nay' sentiment. This would likely occur in October. Minimally, Nick, Laura, and Todd will plan to attend.
- 3) After the Town Hall meeting, a series of 'Listening Sessions' would be conducted with a variety of stakeholder groups, to better understand how NMC can meet their needs (beyond in-district tuition). These would likely occur October-December. Minimally, Nick, Laura, and Todd will plan to participate.

NMC Foundation Governance

At last month's Board of Trustees Executive Committee meeting, the Executive Committee approved the MOU drafted by Elaine Wood, following the joint meeting of the Foundation and Board of Trustees Executive Committees. The Foundation Board Executive Committee met yesterday and offered suggested revisions. Next, those suggested revisions will be reviewed by Elaine Wood, who facilitated the June Study Session, and a second proposed version will again be reviewed by both executive committees respectively. Once both executive committees agree upon the MOU, the Foundation Board Development Committee and the Board of Trustees Policy Committee will review and approve, followed by both, the College Board of Trustees and Foundation Board review and approval.

Freshwater Research and Innovation Center (FRIC)

The Board of Trustees Building and Site Committee also met yesterday. The committee heard updates from Troy Kierczynski on topics such as the Aviation hangar expansion and geothermal projects, as well as an update from Jason Slade on FRIC. Recall, Jason Slade, Troy Kierczynski, and trustee Rachel Johnson are representing NMC. This ad hoc committee is continuing to report their work through the Building and Site Committee (and, ultimately the Board of Trustees). The joint venture document regarding governance is in development; upon completion it will be reviewed by legal counsel and the Board of Trustees. While \$15 million has been secured towards the initial research building on the westside of M-22, additional funds will need to be raised to complete the project, along with funding to complete the dockside learning lab (eastside of M-22).

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:

- [The Real College Admissions Scandal](#), *New York Times*
- [Understand community college students, success is measured beyond a traditional degree](#), Peter Provenzano, Chancellor, Oakland Community College
- [Online learning is on the verge of best in the traditional classroom, report finds](#), *University Business*

Upcoming Dates of Note

- August 21—NMC August Conference, NMC Hagerty Center
- August 26—Celebration of Life: Kari Kahler, NMC Hagerty Center
- August 28—Regular monthly Board of Trustees meeting, NMC Hagerty Center

148 E. Front Street, Suite 203
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Phone: (517) 449-6453
www.northernstrategies360.com

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: August 22, 2023
Re: **State/Federal Legislative Update**

State **Calendar**

With the legislature set to return to Lansing after their summer in-district work period on Tuesday, September 5th, attention now turns to the anticipated length of the fall legislative session. At question is if the legislature will continue through the end of the calendar year as is customary or if they will adjourn early. Several factors are at play here.

First, given a slim Democratic majority in the Senate, for bills to be passed, signed into law and take immediate effect, the Senate needs a 2/3rds vote, which requires Republican votes. If a bill does not get “immediate effect” it goes into effect 90 days after the end of session. Most bills receive this “immediate effect” however several bills have not. One being the legislation that moves Michigan’s 2024 Presidential Primary up to February. Without immediate effect and if session continues until the end of the year, this law will not take effect until March.

Secondly, there are two Democratic lawmakers who are running for local mayoral elections. If they are elected in November, there will be shared power between Republicans and Democrats next legislative session.

Therefore, Democratic leadership is considering a shortened legislative session, adjourning in October and all signs point to a condensed fall timeline with the bulk of the activity occurring in September and October, possibly with adjournment for the year in mid to late October. This will result in a scaled back and more focused legislative calendar which may not be favorable to passing additional supplemental funding bill or many smaller policy bills. We will know more when the Governor makes a public address about the fall session on August 30th.

Federal **Senator Peters Visit**

On August 1st, we hosted U.S. Senator Gary Peters at the Great Lakes Campus for a press conference and to learn more about our marine technology program. The press conference was to highlight the signing into law of the CADETS Act which Senator Peters sponsored and helped to move through the legislative process. We then took the Senator out on the *Northwestern* where he was able to pilot a ROV in search of a sunken sailboat in West Bay.

Aviation Earmark

In late July, we were notified by U.S. Senator Debbie Stabenow’s office that \$550,000 was included in the FY24 Senate Labor, Health and Human Services budget bill to support aviation hangar improvements and new aircraft. We would anticipate that Congress will not pass a final budget until sometime close to the end of the calendar year and we will be asking for continued support of this request between now and then.



**Northwestern
Michigan
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Office of Nick Nissley, Ed. D., *President*

1701 East Front Street | Traverse City, Michigan 49686-3061

Ph (231) 995-1010 | nmcpresident@nmc.edu | www.nmc.edu

Northwestern Michigan College
BOARD OF TRUSTEES

Presidential Performance & Compensation Committee Meeting

Monday, August 28, 2023, at 4:30 p.m.

NMC Hagerty Center

715 E. Front St

Traverse City, MI 49686

AGENDA

1. Review of 2023 presidential evaluation process timeline
2. Other Discussion
3. 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 three minutes in length per speaker.

Proposed 2023 Review Process Timeline

Process:

June Board Meeting: Board enters closed session for mid-year review – discussion only, no online survey tool

July/August: Presidential Performance & Compensation Cmte determine evaluation instrument and approve timeline.

September 27: President submits self-evaluation materials to the Board.

October 1-13: Trustees complete online survey tool. *Note: ACCT Conference is October 9-12*

October 16-17: PPC Chair/Pres Office compiles trustee input

October 18: Consultant (or PPC Chair) submits trustee feedback to Board with 10/23 materials

October 23: Board discusses review packet and feedback in closed session.



NORTHWESTERN MICHIGAN COLLEGE 2022 Presidential Evaluation BOARD OF TRUSTEES ONLY Final 08/25/2022

Overview-Purpose

The Association of Community College Trustees (ACCT) is assisting the Northwestern Michigan College Board of Trustees with its 2022 Presidential Evaluation process.

This evaluation instrument seeks both qualitative and quantitative assessment for each evaluation factor. Please rate the president's performance using the following scale: 1 - Does not meet expectations; 2 - Meets some expectations; 3 - Meets expectations. 4 - Exceeds expectations; 5 - Significantly exceeds expectations; DK - Don't know.

Please complete this evaluation instrument by **11:59 PM, September 30, 2022**. Your responses are subject to Michigan open records law and may be disclosed through Michigan's Freedom of Information Act (FOIA).

ACCT is collecting the responses and will prepare a summary report for the Board of Trustees to review with the President.

If you are unable to complete the evaluation in one sitting, please use the same computer to complete the evaluation.

The purpose of presidential evaluation is to help the board assess how well the president has performed in carrying out the board's policies and priorities. The evaluation process is an opportunity to provide constructive feedback on areas of success and identify areas for improvement.

Please provide comments as appropriate.

Thank you for taking the time to complete the evaluation. Your input is very important.

If you have any questions, you can contact Colleen Allen, Director, Retreat and Evaluation Services, at 202-558-8682 or callen@acct.org.

Please select next to continue.

*** Your Name**



**NORTHWESTERN MICHIGAN COLLEGE 2022 Presidential Evaluation
BOARD OF TRUSTEES ONLY Final 08/25/2022**

PART 1-CORE COMPETENCIES

Please rate the president's performance using the following scale: 1 - Does not meet expectations; 2 - Meets some expectations; 3 - Meets expectations. 4 - Exceeds expectations; 5 - Significantly exceeds expectations; DK - Don't know

Institutional Leadership & Strategic Planning Process

	1	2	3	4	5	Don't Know
1. Possesses a vision, assists the board in establishing goals, and provides leadership for others to progress toward vision and goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Executes college planning and assessment activities for continuous quality improvement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Provides effective oversight on the College's Strategic Plan and ensures accountability at all levels of the college.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Maintains high standards for ethics, honesty and integrity in all personal and professional matters.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Supports a culture of innovation, demonstrates flexibility, and encourages creativity in responding to priorities and uncertainties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Finance & Accountability

	1	2	3	4	5	Don't Know
6. Allocates resources and prioritizes the budget to meet the College mission, goals, and strategic plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Carefully manages finances in ongoing operations, and audits reflect appropriate management of financial resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Ensures accountability measures are in place to maintain quality and appropriate resource allocation to promote student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Provides financial models that offer revenue diversification that align with the College's strategic goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Human Resources

	1	2	3	4	5	Don't Know
10. Ensures College compliance with employment and nondiscrimination laws and regulations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Provides leadership and resources for the professional development of staff and maintains own currency about developments in education and particularly community colleges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Promotes a positive work environment for employees and seeks ways to continuously improve and creates an atmosphere which contributes to positive morale.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Facilities

	1	2	3	4	5	Don't Know
13. Provides effective leadership for implementing technological support of teaching, learning, and the operations of the College to accomplish the strategic goals and priorities of the Board.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Ensures maintenance and upgrades of all capital assets of the College.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Educational Services & Quality

	1	2	3	4	5	Don't Know
15. Demonstrates a commitment to institutional excellence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Implements programs to support quality and equity throughout the College.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Provides effective leadership in establishing and maintaining accessible, comprehensive student services that promote student success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Ensures the overall quality and continuous improvement of instruction to meet student needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Ensures a system of continuous curriculum development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Meets current community and industry needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

External & Internal Community Relations

	1	2	3	4	5	Don't Know
21. Demonstrates ability to work effectively with external stakeholders, e.g., community groups, governmental agencies, local schools, employers, and the community at large.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Promotes and advocates for the College at the local, state, and national level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Maintains College excellence with national and regional accrediting agencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Promotes the College through effective interactions with internal stakeholders, e.g., College Unions, College Foundation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Actively participates in College and community activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Effectively works to build and maintain community partnerships that contribute to serving the needs of the community at-large.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. The president promotes the value of the college to the community and its role in meeting regional needs and expectations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

Relations with the Board of Trustees

	1	2	3	4	5	Don't Know
28. Offers advice to the board requiring action based on thorough study, analysis and thoughtful evaluation of input from faculty, staff, students and external points of view.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Carries out board governance policies and college values in a conscientious manner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Provides sound monitoring reports to the Board on all aspects of College operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Keeps the Board informed of all actual and anticipated litigation, specific community concerns, media coverage, trends, and internal or external changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Effectively interacts with the members of the Board, committees, and the board as a whole.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



**NORTHWESTERN MICHIGAN COLLEGE 2022 Presidential Evaluation
BOARD OF TRUSTEES ONLY Final 08/25/2022**

Part 2-Strategic Goals and Priorities

Please rate the president's performance or progress using the following scale: 1 - No progress; 2 - Some progress; 3 - On track; 4 - Ahead of plan; 5 - Completed; DK - Don't know. Please provide comments.

Keep in mind that the Strategic Goals may span multiple years.

Strategic Goals & Priorities

	1	2	3	4	5	Don't Know
1. Future-Focused Education: Enhance offerings through flexible academic pathways, innovative instructional delivery models and relevant, hands-on educational experiences to empower global learners for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. 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.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Diversity, Equity and Inclusion (DEI): Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all are able to thrive and succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Community Partnerships and Engagement: Enhance collaborations that advance community engagement, economic and workforce development and innovative opportunities for lifelong learning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Institutional Distinction and Sustainability: Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments



**NORTHWESTERN MICHIGAN COLLEGE 2022 Presidential Evaluation
BOARD OF TRUSTEES ONLY Final 08/25/2022**

Open Ended Questions

What were the highlights of the President's performance in the past year?

What areas could the President's performance improve upon?



**NORTHWESTERN MICHIGAN COLLEGE 2022 Presidential Evaluation
BOARD OF TRUSTEES ONLY Final 08/25/2022**

Northwestern Michigan College 2022 Presidential Evaluation DRAFT

Thank you for taking the time to complete this evaluation. All responses will be compiled in a final report for the board.

Please select DONE to submit your responses.



Northwestern
Michigan
College

MEMO
Office of the
President

To: NMC Board of Trustees
From: Nick Nissley, President
 President's Council
Date: August 23, 2023
Subject: August 2023 Executive Summary

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

- **FY 24 Financials** – The July 2023 results are comparable to July 2022.
- **FY 23 General Fund Projections** — Our latest FY23 projections as of 8/22/23 show a \$616k surplus for the general fund. Lower than expected enrollment and related tuition revenue was offset by higher than expected interest income (rising interest rates in FY23), higher than expected program support from the NMC Foundation, and labor savings due to attrition and open positions. FY23 results will be finalized after completion of the audit.
- **FY 23 Audits** – The financial audit is underway for the Foundation, and the College audit commences after Labor Day. Beginning this year, the Foundation's financial statements will be prepared under GASB instead of FASB which requires certain changes in accounting and presentation. This will also impact how the Foundation's financials are presented in the College's audit report. The College and Foundation financials will now be shown side-by-side (i.e. "on the same page") instead of a separate page.

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

- Total contact hours are currently down 1.5% versus last year at this time with 50 fewer students
- All housing units are at or near capacity with only a few open beds available in East Hall
- Final enrollment numbers for fall will be available after count day on September 5, 2023

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

- Leads generated (RFI): 115
- Applications submitted: 100
- Accounts created: 104

Strategic Plan—Jason Slade, Vice President for Strategic Initiatives

- This month's report focuses on the transition to Year 2 of the Strategic Plan, aligning with the fiscal year. Year 2 consists of 22 open objectives with 137 action steps. Metrics will be updated in September to capture Fall 2023 data.

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

- FY24 total dollars raised through the NMC Foundation to date towards a \$2.4M goal: \$264,432
- Of the F24 funds raised and realized, donors are impacting the following areas of the college:
 - Unrestricted gifts to the Fund for NMC - \$28,403
 - Scholarships at NMC - \$224,253
 - Programs and capital projects at NMC - \$86,777

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, July 24, 2023
Parsons Stulen 222/224

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

ROLL CALL

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

Trustees absent: Rachel A. Johnson

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Kyle Morrison, Alex Bloye, Glenn Wolff, Tony Jenkins, Becca Richardson, Sarah Montgomery-Richards, Hans VanSumeren, Ed Bailey, Jason Slade,

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS

Institutional Distinction and Sustainability—Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President of Finance and Administration, presented on Strategy 5, which includes plans for multiple program areas. This strategy boasts accomplishments such as aviation’s highest year ever for both flight hours and gross revenue and the Dennon Museum Center’s securing over \$380,000 in grants. There was discussion regarding the marketing of the Water Environmental Quality Tech program and funding (and fundraising) for the Great Lakes Culinary Institute (GLCI); a future agenda item was requested to take a comprehensive look at GLCI.

REPORTS AND PRESENTATIONS

Program Focus: Aviation—Alex Bloye, Director of Aviation shared the program’s mission, vision, and connection to each of the five strategic goals. Highlights of Bloye’s presentation include: redesigning for efficiency and effectiveness and enhancing simulation (future-focused education); expanding advising services and hosting social events (student engagement and success); reimagining international programs and supporting NMC Women in Aviation (diversity, equity, and inclusion); continuing to develop a pipeline of partnerships with airlines and other industry partners and volunteer opportunities (community partnerships and engagement); and growth plan (institutional distinction and sustainability). Bloye emphasized the goal of enhancing efficiency and effectiveness through simulation, new technologies, and redesigned processes. In response to a question regarding airlines creating their own flight schools, Bloye explained it creates competition for flight instructors more so than students and cited that over 95% of aviation graduates become flight instructors. The timeline and scope of the Aviation hangar expansion project were also discussed.

Faculty Report: College Edge—Becca Richardson, Mathematics Instructor, and Sarah Montgomery-Richards, Adjunct Instructor, Philosophy, presented on the College Edge Summer Program. The program is financially supported by the State of Michigan to help students gain experience and familiarity with campus community and resources. Diana Fairbanks, Associate Vice President of Public, Relations,

Marketing and Communications, explained that the state program was created to mitigate learning loss due to the COVID-19 pandemic; rather than frame the program as a “catch up” program, NMC’s PRMC department promoted it as gaining a “College Edge.” The program focuses on team building and collaboration, helping to connect students to resources and to one another, therefore creating a sense of belonging at NMC. There were questions regarding recruitment for the program, connecting students with additional resources, and a request for follow-up data on retention rates for students completing the program.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley began his update by noting approval of the state budget and expectation of further details regarding capital outlay this fall. As development continues for a proposed joint venture structure for the Freshwater Research and Innovation Center (FRIC), Nissley shared that representatives of some of the FRIC partners met at Discovery Pier recently with Lt. Governor Gilchrist, State Senator Damoose and State Representative Betsy Coffia. Regarding the college and Foundation MOU, an updated MOU is being reviewed by both the Board of Trustees and Foundation Executive Committees. Lastly, Nissley reminded trustees of the MCCA Conference being held this week in Traverse City and announced that August 10 will be NMC night at the Pitspitters baseball game.

Board Chair Update—Chair Laura Oblinger elaborated on the review of the updated college and Foundation MOU and stated that a meeting is being scheduled with a group from Benzie County interested in annexation.

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

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

ACTION ITEMS

Foundation Board Appointments—On a motion by Doug Bishop, seconded by Chris Bott, 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. The motion passed unanimously.

Parking Lot Repair—On a motion by Doug Bishop, seconded by Andy Robitshek, the Board authorized 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. The motion passed unanimously.

Network Server Replacements—Chris Bott made a motion, seconded by Doug Bishop, authorizing 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. The motion passed unanimously.

Security Camera Server System Replacement—On a motion by Ken Warner, seconded Doug Bishop, the Board authorized 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. The motion passed unanimously.

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

ADJOURNMENT—The meeting adjourned at 6:56 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



MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: August 23, 2023

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

The attached reports summarize the financial results for the General Fund as of July 31, 2023. The first month represents 8.33% of the year.

Month End Results

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

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

The general fund has year-to-date revenue over expenses of \$860,047. Revenue increased by 24% when comparing year-to-date July 2023 to July 2022. Expenses increased by 2% when comparing year-to-date July 2023 to July 2022.

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 5,393 with revenue of \$1,225,349. Summer revenue is trending under budget by \$58,405. For Fall 2023, the budget was set at 32,231 contact hours for a total budget revenue of \$6,821,060. Actual fall contact hours are projected at 32,350 with a projected revenue of \$6,947,663. Fall revenue is trending over budget by \$126,603.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 9% over the previous fiscal year.
- C. State Sources include operational appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments begin in October.
- D. Actual year-to-date investment income recorded for fiscal year 2024 reflects interest and dividend income only. Interest income is expected to exceed the amount earned in fiscal year 2023 due to rising interest rates.
- E. Both Private Sources and Other Sources are timing and event-dependent.

Expenses

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

Northwestern Michigan College

Unaudited



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

Summary Report for General Fund Accounts

Fiscal Year 2024, Period 01

Funds	Accounts	2023-2024 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	22,212,097	2,174,820	9.79%
	Property Taxes	13,900,791	474,690	3.41%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	36,112,888	2,649,510	7.34%
	State Sources	10,826,033	0	0.00%
	Federal Sources	0	0	*
	Private Sources	1,175,242	0	0.00%
	Investment Income	320,000	117,214	36.63%
	Other Sources	<u>495,000</u>	<u>34,749</u>	7.02%
	Total Revenues	48,929,163	2,801,472	5.73%
60	Labor			
	Salaries & Wages	25,137,688	854,589	3.40%
	Benefits	<u>10,286,740</u>	<u>544,618</u>	5.29%
	Total Labor	35,424,428	1,399,207	3.95%
70	Expenses			
	Purchased Services	2,895,004	178,140	6.15%
	Supplies & Materials	3,107,437	124,156	4.00%
	Internal Services	110,273	-1,926	-1.75%
	Other Expenses	1,603,453	47,987	2.99%
	Institutional Expenses	1,700,512	32,237	1.90%
	Maintenance & Renovation	1,944,397	108,959	5.60%
	Prof Develop, Travel & Events	600,659	20,665	3.44%
	Capital Outlay	<u>98,000</u>	<u>0</u>	0.00%
	Total Expenses	12,059,735	510,218	4.23%
	Total Expenditures	47,484,163	1,909,425	4.02%
80	Transfers			
	Transfers	1,445,000	32,000	2.21%
	Total Transfers	<u>1,445,000</u>	<u>32,000</u>	2.21%
	Total Expenditures and Transfers	48,929,163	1,941,425	3.97%
	Net Revenues over (under) Expenditures	0	860,047	



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

INTERIM
This statement does not
reflect year-end results.

	<u>YTD 7/31/2023</u>	<u>YTD 7/31/2022</u>	<u>\$ Diff</u>	<u>% Diff</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 2,174,820	\$ 2,146,713	\$ 28,107	1%	Consistent with prior year
Property Taxes	474,690	67,847	406,843	600%	Timing of property tax payments received
Total Local Sources	2,649,510	2,214,560	434,950	20%	
State Sources	-	-	-	0%	Consistent with prior year
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	117,214	12,134	105,080	866%	Higher interest and dividend earnings received in July 2023 than in July 2022
Other Sources	34,749	27,875	6,874	25%	Primarily due to higher admin fees received from NJTP program in July 2023
Total Revenue	2,801,472	2,254,569	546,904	24%	
Expenses					
Salaries and Wages	854,589	874,019	(19,430)	-2%	Consistent with prior year
Benefits	544,618	557,861	(13,243)	-2%	Consistent with prior year
Purchased Services	178,140	141,423	36,717	26%	Primarily due to increased advertising expenses in FY23
Supplies & Materials	124,156	161,349	(37,193)	-23%	Primarily due to the rollover of aviation fuel expense into FY24 (more fuel on hand for fiscal year end expense allocations than last summer); partially offset by higher classroom expenses in FY23
Internal Services	(1,926)	902	(2,828)	-314%	Timing of internal charges
Other Expenses	47,987	41,083	6,904	17%	Primarily due to timing of permit/license renewals and higher non-professional development event expenses and promotional expenses in FY23
Institutional Expenses	32,237	32,141	96	0%	Consistent with prior year
Maintenance & Renovation	108,959	91,259	17,700	19%	Primarily due to timing of maintenance items
Professional Development	20,665	6,378	14,287	224%	Primarily due to timing of professional development expenses
Capital Outlay	-	-	-	100%	
Total Expenses	1,909,425	1,906,415	3,010	0%	
Transfers	32,000	-	32,000	32000%	IAF transfer for FY24
Total Expenses & Transfers	1,941,425	1,906,415	35,010	2%	
Net Revenue Over (Under) Expenses	\$ 860,047	\$ 348,154	\$ 511,894	147%	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2023
As of 8/22/2023

INTERIM
This statement does not
reflect year-end results.

	FY22 Actual	FY 23 Budget	YTD 8/22/2023	FY 23 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 20,501,108	\$ 22,001,840	\$ 21,321,905	\$ 21,321,905	(679,935)	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
Total Local Sources	32,462,788	34,771,665	33,985,770	33,985,770	(785,895)	
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 reimb's are accounted for in restricted funds (see transfer in)
Private Sources	1,230,624	979,765	1,282,421	1,332,421	352,656	Trending above budget; represents program and operational support from the NMC Foundation
Dividend and Interest Income	172,479	196,000	550,727	550,727	354,727	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)	-	-	(501,288)	(501,288)	Unrealized loss of (-\$500k) will be recognized for FY23. See quarterly investments memo.
Other Sources	511,087	426,100	653,580	654,635	228,535	Increase in special event and other sales, including culinary services and Maritime Technology
Total Revenue	45,769,991	47,118,530	46,634,798	46,700,691	(417,839)	
Expenses						
Salaries and Wages	22,874,809	23,916,066	22,981,637	23,511,637	(404,429)	Salaries and wages are under budget due to attrition and open positions
Benefits	11,375,541	10,025,563	9,766,777	9,565,155	(460,408)	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	3,073,784	3,073,784	320,725	Trending above budget mainly due to increased advertising, security, & food service expenses
Supplies & Materials	2,648,865	3,041,584	2,934,002	2,934,002	(107,582)	Less consumption of supplies due to remote instruction and electronic communications
Internal Services	55,452	103,065	81,360	81,360	(21,705)	Increase in internal revenues and expense activity
Other Expenses	1,285,310	1,628,696	1,237,221	1,237,221	(391,475)	Continued savings in non-PD events
Institutional Expenses	1,624,503	1,738,804	1,919,104	1,944,104	205,300	Over budget primarily due to higher electric costs and volatility in natural gas pricing
Maintenance & Renovation	1,841,957	1,762,581	2,009,512	2,009,512	246,931	Maintenance of software expenses exceeded budget
Professional Development	424,914	594,112	597,580	597,580	3,468	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	248,657	248,657	78,657	
Total Expenses	44,661,408	45,733,530	44,849,633	45,203,011	(530,519)	
Transfers Out (In)						
Plant Fund - General Maintenance	1,292,826	1,170,000	-	1,170,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	40,000	40,000	-	40,000	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	473,405	400,000	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)	-	
Total Transfers	1,759,172	1,385,000	498,106	1,383,106	(1,894)	
Total Expenses & Transfers	46,420,580	47,118,530	45,347,738	46,586,117	(532,413)	
Net Revenue Over (Under) Expenses	\$ (650,589)	\$ -	\$ 1,287,059	\$ 615,862	\$ 114,574	



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: August 23, 2023
 Subject: Fall 2023 Enrollment Update

Fall 2023

Total contact hours are currently down 1.5% versus last year at this time with 50 fewer students. With an increase in enrollees from outside the service area, we are seeing that all housing units are at or near capacity with only a few open beds available in East Hall.

Final enrollment numbers for fall will be available after count day on September 5, 2023. There are two smaller orientations scheduled for August 24 and Welcome Week activities will be starting on that date as well.

(Source: Digital Dashboard Same Date Comparison FA2020-2023)

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	△
Inquiries	4,096	4,031	3,778	3,903	3.3%
Applicants	3,479	3,461	3,175	3,447	8.6%
% Applied	84.9%	85.9%	84.0%	88.3%	4.3%
Admits	2,491	2,536	2,302	2,342	1.7%
% Admitted	71.6%	73.3%	72.5%	67.9%	-4.6%
Admits Registered	1,311	1,468	1,275	1,307	2.5%
% Admits Registered	52.6%	57.9%	55.4%	55.8%	0.4%
Prior Admits Registered	27	41	20	40	1
Retained Students	1662	1518	1634	1499	-8.3%
% Retained	49.6%	50.7%	52.9%	52.2%	-0.7%
Return Students	180	251	184	212	15.2%
Average Contact Hours	11.04	10.85	10.89	10.9	0.1%
Total Headcount	3,180	3,277	3,106	3,056	-1.6%
Total Contact Hours	35,116	35,546	33,833	33,315	-1.5%
Tuition	6,605,978	6,761,367	6,826,686	7,122,315	4.3%



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 8-22-23

Subject: July 2023 Monthly Report

The peak summer month of July is a very low month for audience engagement across all media as and we always see a dip in MOM KPIs. During this time we reset our annual goals as we begin the new fiscal year. For paid media we are updating our marketing campaigns based on the first six months of data. Our refined approach will include increasing search engine marketing and converting likely leads in the service area as well as launching new stand alone campaigns for UAS, GLWSI and Dental Assisting. While earned media was slow as expected, media sentiment was strong. Highest performing social posts include Susie Janis' award, National Cherry Festival booth, Marine Tech and UAS students. NMC Public Relations, Marketing and Communication key performance indicators for June 2023 include:

Paid Media ⚡

- Leads (RFI): 115
- Applications: 100
- Accounts: 104

Earned Media ⚡

- Media mentions: 49
- Positive/neutral sentiment: 100%
- Publicity value: \$2k

Owned Media -

- July is a very slow month for owned media readership. We are now refocusing our FY24 goals for these publications.

Shared Media ↑

- Facebook followers: +14% YOY
- Facebook engagement: +154% YOY
- Instagram followers: +14% YOY
- Instagram engagement: +36% YOY

Northwestern Michigan College
Board of Trustees
Building & Site Committee Minutes
August 17, 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 1:32 p.m.

Members Present: Ken Warner (Chair), Chris Bott, Kennard Weaver (arrived at 1:48 p.m.)

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

Aviation Hangar Expansion

In work with Plante Moran Cresa, details of the project include having the student center located in Parsons-Stulen, with Aviation relocating to the south west side of the building so they are in view of the airport and runways. Significant planning attention is focused on where current hangar space and aircraft will transition to during construction. It was requested to provide numbers and an economic model regarding revenue and expenses for various scopes of the project. Vice President of Finance and Administration Troy Kierczynski also stated the MEDC grant application was submitted to the state to request \$3.75 million. Relocating fiber will also be a component of the project.

Geothermal Project

Kierczynski informed the committee that the Department of Energy grant has been submitted and provided an update on Inflation Reduction Act opportunities.

Freshwater Research & Innovation Center Joint Venture Update

Jason Slade, Vice President of Strategic Initiatives, provided an update on the development of joint venture governance. A team from both organizations began meeting in June 2023. NMC is represented by Jason Slade, Troy Kierczynski, and Trustee Rachel Johnson. Discovery Center & Pier (DCP) is represented by Matt McDonough, Mike Brown, Greg Luyt, and Elaine Wood. The teams have met periodically; the focus has been on the necessity for a joint venture, what the joint venture controls, drafting a governance model, and defining the role(s) of other partners. Michigan Tech desires to be a primary research partner and long-term tenant. Slade noted the proposed 2023 Congressionally Directed Spending was denied.

Campus Master Plan

Preliminary results of the utilization study, currently being conducted by Tower Pinkster consultants, were reviewed. There was discussion regarding questions and planning for stakeholder engagement sessions, as well as a community survey. The committee expressed interest in reviewing the questions prior to survey deployment.

Public Input—There was no public comment offered.

Other Discussion

The next meeting date of the committee is Tuesday, September 12, 2023, at 1:30 p.m.

The meeting was adjourned at 2:28 p.m.

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



Northwestern
Michigan
College

MEMO
*Office of the
President*

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

From: Lynne Moritz, Executive Director, President's Office and Board Operations

Date: August 23, 2023

Subject: MCCA Membership Dues

Recommendation

Recommend authorization for administration to continue membership with the Michigan Community College Association (MCCA), which includes membership dues of \$37,500 for FY24.

Background

MCCA's mission is to serve as "the unified voice for Michigan's community colleges, empowering members to lead in the areas of student success, talent development, and community vitality." Prior to the 2022 fiscal year, MCCA membership dues were below the threshold of \$35,000 for general fund expenditures that require approval of the Board of Trustees. The need for this additional approval was unfortunately overlooked, in part because the membership is "sole source" and NMC's participation in the association, and benefits thereof, are self-evident.

In the future, MCCA will be included in blanket purchase order approvals (which are typically provided for review and approval during the June Board agenda).

Funding Source

The MCCA membership fee is supported by the College's General Fund.



Northwestern
Michigan
College

MEMO

Office of Research, Planning and Effectiveness

To: Dr. Nick Nissley, President

From: Joy Goodchild, Executive Director of Research, Planning, & Effectiveness

Subject: NMC Local Strategic Value Resolution

Date: August 8, 2023

In accordance with the requirement in Section 230 of PA 144 of 2023, the education omnibus appropriations act for fiscal year 2024, NMC must satisfy four of the five best practices in three different categories related to local strategic value. In order to receive our portion of the performance funding appropriation, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

We request that the NMC Board of Trustees review and approve our Local Strategic Value resolution. NMC not only meets, but also exceeds the best practice standards required by the appropriations law, as the following table demonstrates.

**NORTHWESTERN MICHIGAN COLLEGE
LOCAL STRATEGIC VALUE RESOLUTION**

A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Hagerty Center of Northwestern Michigan College, on the 28th of August, 2023, at 5:30 o'clock in the evening.

The meeting was called to order by Laura J. Oblinger, Chair.

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

Absent:

The following preamble and resolution were offered by _____ and seconded by _____:

WHEREAS:

Michigan Public Act 103 of 2023, approved by Governor Whitmer on July 20, 2023, requires the Northwestern Michigan College Board of Trustees to pass a resolution certifying that the college meets at least four out of five of the best practice standards under each of the three categories.

Among the components of the appropriations for all Michigan community colleges is performance funding based on "local strategic value," which is defined in terms of three categories as shown below. Each category covers five standards of local strategic value, called "best practices."

THEREFORE, BE IT RESOLVED THAT:

Northwestern Michigan College not only meets, but also exceeds the best practice standards required by the appropriations law for fiscal year 2024, as the following table demonstrates.

Community Colleges Local Strategic Value

Northwestern Michigan College

Section 230 of PA 103 of 2023, the Fiscal Year 2024 community colleges appropriations bill contains the qualifications that must be met to receive the portion of each college's performance funding appropriation earmarked for local strategic value. The statute lists 15 separate best practices for community colleges to achieve. Institutions must satisfy 4 of 5 best practices in each of 3 different categories.

To demonstrate eligibility for this funding, Section 230 requires that each community college certifies compliance to the State Budget Office by means of a board of trustees resolution certifying that the college has met 4 of 5 best practices in each category. Further, each board resolution "shall provide specifics as to how the community college meets each best practice measure within each category." **This resolution must be properly passed by the board and submitted to this office on or before October 15, 2023.** However, if a resolution from a prior year is still in effect and factually correct, you may resubmit this resolution. Please send a copy with an indication of the date of its passage.

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	NMC partners with Munson Medical Center in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, professional development for staff (LEAN medical office), community education specifically related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA's, phlebotomists, and medical coders. Through NMC University Center, supporting GVSU's Masters in Physician Assistant degree program. NMC now coordinates a healthcare related working group composed of NMC, Munson,

Best Practices by Category	Examples of Adherence
	University Partners and other training / educational partners to better meet the needs of the healthcare industry.
(ii) The community college provides customized on-site training for area companies, employees, or both.	NMC provides various levels of noncredit, workforce, professional development and on-site customized training for area employers. Training is delivered by the professional development arm of NMC's Extended Education and Marine Center, as well as, the Michigan Manufacturing Training Center (MMTC) Northern Michigan Office. Over \$9.7 million dollars of specialized training through the Michigan New Jobs Training Program leading to the development of 1043 projected jobs paying 175% above minimum wage. Workforce and professional development related training has greatly expanded under the college's strategic plan objectives related to technical and workforce training with a 103 offerings in 2022 - 2023. Microcredentials are being implemented to better meet industry's needs.
(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	NMC facilitates meeting and consulting resources targeted at small business support. In September 2017, NMC and Networks Northwest entered into an agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA). In 2021, NMC partnered with the Northwest Michigan Small Business Development Center to create the Business Development Certificate, a cost effective and efficient set of classes geared towards startups and entrepreneurs. In 2022, NMC participated and sponsored Northern Michigan Start-up Week activities focused on innovation and entrepreneurship. NMC's start-up course resulted in five competitive pitches during the college portion of the week. In 2023, NMC created a business essentials course for 20Fathoms, a local start-up accelerator to better serve the needs of small business and start-ups. In 2023 - 2024, NMC is partnering with AquaAction on an innovation and technology challenge around the most pressing water

Best Practices by Category	Examples of Adherence
	related issues for the Great Lakes. In addition, a microcredential focused on the Innovation Mindset is being developed to better support the needs of the entrepreneurial community.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor’s level marine technology remotely operated vehicles and acoustical sonar training. In 2017, the Great Lakes Water Studies Institute became the only academic institution, world-wide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC’s state-of-the-art technical resources, including advanced simulation training for welding, unmanned aerial systems, IT. In 2021, NMC received a Michigan Economic Development Corporation grant to develop an advanced manufacturing / Industry 4.0 lab in conjunction with industry partners including the Grand Traverse Manufacturing Council and Traverse Connect. The lab went online in May 2022 supporting Industry 4.0 training including collaborative robotics. August 2023 a similar advanced manufacturing event is planned. NMC has also become a partner in the EV Jobs Academy, Michigan’s educational response to meet the needs of EV / semiconductor industries and is currently providing one of the only engineering transfer pathways available to the State consortium partners.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	NMC has a long-standing collaboration with the NW Michigan Council of Governments, is a member of the MMTC, and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and national organizations supporting workforce and economic development in the region. NMC is a

Best Practices by Category	Examples of Adherence
	<p>regional host for MI Lean Manufacturing Summit. In addition, NMC and MIWork! / Networks Northwest has collaborated on grant opportunities including the successful hiring of a navigator to assist and fund students and job seekers in 2021 under the MiLEAP initiative. NMC is a member of the Career and Education Advisory Committee in collaboration with MiWorks! supporting workforce readiness for the region.</p>
Category B: Educational Partnerships (must meet 4 of 5)	
<p>(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.</p>	<p>NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD, Crosswinds Academy) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School).</p>
<p>(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.</p>	<p>NMC's Extended Educational Services (EES) provides the <i>College for Kids</i> catalog, featuring week-long courses, filling over 1200 College for Kids seats during the summer. Working with Traverse City Area Public Schools, Northwest Education Services, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. The CIT program hosts the IT Olympics annually for regional career and technical education centers and local high school IT programs.</p>
<p>(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.</p>	<p>NMC partners with area high schools by discussing alignment of their curriculum with our coursework. Additionally, we have created pathways for placement utilizing a student's high school GPA. Students may take a writing inventory or complete math placement testing to improve their course placement. Our Commitment Scholarship program provides access and support for first generation</p>

Best Practices by Category	Examples of Adherence
	learners in our five county area for ninth grade students selected by the high schools.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success center and the Pro-metric testing center located at the Parson-Stulen building, Aero-Park Campus.
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	At NMC's University Center, which just celebrated its 25th anniversary in 2021, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by five university partners. Over 40 bachelor's completion, master's, and professional post-associate certificates are available at the Cass Rd. Campus. Through the University Center, specific 3+1 programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University) and Clinical Social Work (Ferris State University), in addition to extensive articulation agreements across the disciplines. In addition, robust articulation agreements to MTU have been developed across the most prominent engineering pathways, with close to 3 years of credit attainable at NMC prior to transfer.
Category C: Community Services (must meet 4 of 5)	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	Broad range of courses offered through the NMC Extended Education Services (EES) catalog. This is distributed three times per year to about 50,000 households, plus to 30,000 households for summer College for Kids programming. The catalog features special sections on wellness, leisure, personal enrichment, workforce & professional development, and more. Each term/catalog offers 200-300+ individual classes and 8+ certificate opportunities.

Best Practices by Category	Examples of Adherence
<p>(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</p>	<p>Arts and Cultural enrichment programs are a specialty in the NMC Extended Education Services (EES) catalog including but not limited to: community choirs and bands, broad menu of physical fitness and exercise clubs and certificate programs such as Northern Naturalist, Global, and Business Development.</p>
<p>(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</p>	<p>Community has access to WNMC 90.7 FM, NMC's public radio station; monthly community observation nights for the Rogers Astronomical Observatory provided in person and virtually; senior discounts at the Denno Museum Center, Extended Education's virtual Coffee Chats series.</p>
<p>(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</p>	<p>Community open times for basketball and other team sports hosted through the Rajkovich Physical Education Building. EES catalog provides a number of short-format courses under the "Naturalist Certificate," with emphasis in outdoor and recreation pursuits. EES registers community members for the fitness center in North Hall when it is open to the public (it has been closed to the public since March 2020).</p>
<p>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p>	<p>NMC offers many opportunities for community service through student service learning programs (e.g., Commitment Scholars program, Late Night of Procrastination at the library), community outreach projects (e.g., Big Brothers Big Sisters Big Little Hero Race organized by students in a business course in which \$5,000 in funds are raised annually for "littles" to take College for Kids classes, Food for Thought, a community-wide food drive to support families in need at Thanksgiving) and Student Government Association sponsored activities, to name a few.</p>

Preliminary Questions for 8/28/23 Board Packet

1. On page 32, second bullet point, entitled "FY 23 General Fund Projections there is a statement about "higher than expected program support from the NMC Foundation". What are the amounts of support from the Foundation, and for which programs, with numbers allocated to each of those programs? Who decides what the amounts will be?

See summary below of (general fund) support received from the Foundation. In terms of who decides... often these are gifts from donors passionate about a certain academic area or service.

Conservatively, we only budget for gifts that are known or fully committed and these are discussions among the VP of Finance and Foundation Executive Director.

All of the items in green were either unknown or uncertain/unexpected during the development of FY23 budget, and represent the "higher than expected support" from NMCF.

Northwestern Michigan College
General Fund - Support from NMCF
FY23

	Budget	Actual	Note
Foundation Operations (Labor & E&G)	640,358	528,985	50% of actual costs are reimbursed to NMC
Experiential Learning Support	177,407	192,154	
Culinary Support	112,000	127,828	\$100k operational, \$27k in events
GLWSI Support	50,000	66,000	\$25k GLWSI, \$41k Marine Center
Marketing Support	-	50,000	Lumina Grant
Ceramics Support	-	34,000	
Audio Technology Support	-	55,000	Position Support
Automotive Technology Support	-	24,215	
Construction Technology Support	-	29,000	Position Support
CIT Support	-	3,069	
Music Support	-	24,244	
Biology Support	-	6,980	
Welding Support	-	34,995	
Business (Academic) Support	-	32,957	
Student Life & Student Success Support	-	21,371	
GLMA Support	-	15,310	
EES Support	-	3,383	
Launch to Leadership Support	-	30,806	
	979,765	1,280,297	

Preliminary Questions for 8/28/23 Board Packet

2. On page 42, under "Paid Media" there is reference to "Leads", "Applications, and "Accounts". What are these?

Leads are "request for information" forms from potential students. These forms are linked from our digital ads and website and go to admissions and program directors.

Applications are new student applications to NMC.

Accounts are new student accounts created in Ellucian, our admissions CRM (customer relationship management) system.

3. Pages 22 through 31 are forms prepared by ACCT for fiscal year 2022 as part of an evaluation process for NMC's President. Based on observations by many community colleges throughout the nation, ACCT does not have a stellar track record in its consulting services. ACCT was not even considered in the selection of our current President. Why are we defaulting to ACCT?

Last year we contracted with ACCT to consult and do a comprehensive review process. I included the board survey questions from that process (there were also stakeholder questions) as a starting point for discussion, because it makes sense to me to use the same survey questions multiple years in order to measure. When we issued an RFP for consultants, ACCT was the only response we received. We ended that evaluation process stating that we likely would not utilize them again for this purpose. I look forward to discussing more at Monday's committee meeting as well.