



Northwestern  
Michigan  
College

# Board of Trustees

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

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

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

## Meeting Agenda

Monday, December 11, 2023  
at Timothy J. Nelson Innovation Center  
Room 106/107  
1701 E. Front Street

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

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

### II. STRATEGIC FOCUS

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

### III. REPORTS AND PRESENTATIONS

- F. University Center Partnerships
  - Angela Garrey, Central Michigan University
  - Zach Whitaker, Davenport University
  - Kevin D'Alessandro, Ferris State University
  - Shannon Owen, Grand Valley State University
- G. Aviation Hangar Capital Planning—*Joe Asperger, Plante Moran Realpoint*
- H. Faculty Report: Study Abroad Success—*Jim Bensley*

### 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*



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(231) 995-1010  
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December 11, 2023 Meeting Agenda  
Page 2

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

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

Recommend that the following items be approved:

- K. Minutes of the November 20, 2023, regular meeting and closed session
- L. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- M. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- N. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- O. Executive Committee Report—*Laura Oblinger, Committee Chair*

**VII. ACTION ITEMS**

**P. Closed Session**

Recommend that the Board convene in closed session as permitted by Section 8(1)(d) of the Open Meetings Act, MCL 15.268. (*Requires two-thirds majority roll call vote of members elected or appointed and serving.*)

**Q. Reconvene Regular Session**

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

**VIII. REVIEW OF FOLLOW-UP REQUESTS**

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

**IX. ADJOURNMENT**

**Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

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 (3<sup>rd</sup> 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:** December 4, 2023  
**Subject:** Strategic Initiatives Update: *December 11, 2023 Board of Trustees Meeting*  
 Topic: *Strategy 4 - Community Partnerships and Engagement*

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

### Summary:

This strategy is on track with 3 of the 4 objectives currently classified as “green”. These objectives are focused on community partnerships, workforce and technical training, and access to 4-year pathways are on track. While changes in pricing and course cost structure resulted in financial improvements for Extended Educational Services during FY23, work continues in order to improve the financial performance of the department during this fiscal year.

### Highlights and Successes:

- Objective 1 (Community Partnerships) - Year 2 actions are focused on elevating the advisory boards across campus, recognizing the tremendous volunteer service offered by these experts. In addition, we are compiling and sharing information about all the ways that advisory group members already engage with the college, including alumni, employers, and donors. This includes prototyping best practices.
- Objective 2 (Workforce) - Entry-level IT 8-week training developed with industry input and support. Training will articulate to credit in the Computer Support Specialist and Cybersecurity CIT certificates, blending the lines between credit/noncredit programming and increasing onramps into traditional academics. 32 training programs were approved for Michigan Training Connect, including 8 that meet the new requirements for Reconnect and Michigan Skills Achievement Scholarships opening up more opportunities for financial support. Significant increase in requests for custom training as EES continues to expand employer outreach resulting in training for Sara Lee, Novello, Inland Seas, and Traverse Health Clinic.
- Objective 3 (Extended Educational Services) - Extended Education Services continues to offer courses the community wants, while also improving financially through analysis of expenses, revenue, changes in course cost structure, and portfolio optimizations with support from the business office. EES has deployed a new three-tiered system of offerings:
  - Tier 1 - wide variety of open enrollment, affordable learning opportunities
  - Tier 2 - high enrollment, popular programs (eg: culinary classes, College for Kids)
  - Tier 3 - customized, high-value learning opportunities (eg: trip to Italy, Sara Lee training)
- Portfolio analysis and expense optimization has helped to improve EES’s class cancellation rate 15.5% in FY23 and reduce annual revenue loss by \$194,000 between FY21 to FY23.

- Objective 4 (Access to 4-year Education) - Efforts continue to be made to make the transition to 4-year institutions easier including:
  - Continued development of NMC to transfer college/university *Direct Connect*. This is a program in development to smooth the pathway for students who start at NMC and want to connect directly with a university after completing their NMC goal. Direct Connect will provide dual admission pathways, coordinated advising, and support services for students.
  - Led by NMC Advising, the “Applying to College 101” workshop was offered in partnership with Admissions and Northern Michigan University.
  - Transfer Fair and College Night resulted in more than 40 colleges and universities in attendance highlighting opportunities for our students.
  - Master Planning continues with University partners meeting Tower Pinkster as future goals were shared, including the desire to move to main campus to be closer to student activity.

*Challenges and Opportunities:*

- Continued alignment between Objective 1 (Community Partnerships) and the work of the NMC Foundation as the Foundation looks to engage donors and the community.
- Funding for EES workforce training continues to be the focus as some of the MIWorks! grants have sunset. NMC is leveraging the Reconnect funding mentioned above and working directly with MIWorks! to identify students who meet in-demand pathways including EV.
- Work has begun on paving a path which blends credit and non-credit offerings with clarity to potential students. This includes cross listing classes on both the NMC and EES websites and investigating a “one stop shop” to all NMC potential students and community members.
- NMC Advising continues to liaise with 4-year partners to share transfer data and identify in-demand student transfer resources. The goal is to shift development of transfer guides/resources to university partners to solve internal capacity issues for maintaining documentation and to ensure up-to-date information for students.
- National Clearinghouse transfer data provides an opportunity to track where our dual-enrolled students are going after they graduate high school. This could lead to new transfer partnerships as well as admissions and marketing opportunities for NMC.

<b>Strategy 4 - Community Partnerships and Engagement</b>				
<b>Objective 1:</b> Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).				
<b>Status of Action Steps</b>	<b>Current Percent Complete</b>	<b>Target*</b>		<b>Notes</b>
1 Completed 8 On Schedule 3 In progress / behind 11 Not started	50%	100 %  *Final target will be CAAS performance		Advisory board input and reviews complete. Case study with Build Your Life and other engaged partners to see how we can use a similar model to strengthen other programs/ partnerships.
<b>Objective 2:</b> The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024. ( <b>Leading indicator:</b> Workforce offerings and associated enrollment)				
<b>Status of Action Steps</b>	<b>Current Percent Complete</b>	<b>Target*</b>	<b>Leading Indicator</b>	<b>Notes</b>

10 On schedule 2 Not started	40%	100%  *Final target will be CAAS performance	<b>Baseline (offerings): 5</b> <b>Target (offerings): 40</b> Sum/Fall '22: 35 Sum/ Fall 2023: 54  <b>Workforce enroll</b> (Summer/Fall 22): 264 (Summer/Fall 23): 260	Marine Center - Acoustical Platform Fundamentals courses filled this summer meeting hydrographer credential req.  EES - AutoCAD program, (7 employees from single employer), Paralegal and Medical Billing / Coding all successfully offered. Custom training continues to grow.
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**Objective 3:** Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive by June 30, 2025.

Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
6 On schedule 2 In progress / behind 1 Not started	Baseline (net loss FY21): (-\$485,000)  Baseline (FY19 cancellation): 19.4%	Net loss FY22: (-\$368,000)  Net loss FY23: (-\$291,000)  FY22 cancellation: 17.1%  FY23 cancellation: 15.5%	Target: net revenue positive  Target (cancellation): <17%	Improvement in net loss for FY23 due to cutting expenses, reducing inefficiencies, changing cost structure.  Additional tiered programming added to meet key demand areas. Example: Italy resulted in ~\$10k net revenue.  Cancellation rate has met target and beats the national average

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

Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
2 Completed 7 On schedule 1 In progress / behind 1 Not started	40%	100%  *Final target will be CAAS performance	Next Term Transfer Rate (3 yr avg): Baseline (20-22): 11.4% ('21 - 23): 10.5%* Goal:12.3%	Focus is on direct connect pathways reducing barriers for students beginning with UC partners and those interested in enhanced partnering.

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



Northwestern Michigan College

## University Center Partnerships

Angela Garrey, Central Michigan University  
Zach Whitaker, Davenport University  
Kevin D'Alessandro, Ferris State University  
Shannon Owen, Grand Valley State University



Northwestern Michigan College

## Central Michigan University

Angela Garrey, PhD  
Assistant Director of Transfer  
Student Enrollment



- *As a community partner since 1979 Central Michigan University has been an intricate leader in educating learners within the Traverse City Region. As a part of the original 12 which is now University Center.*
- *In June of 2022 former CMU Global Campus was reimagined by the leadership of the university and the unit of Innovation and Online was developed. Within this came the opportunity to develop new programming, modality, and fit the needs of our learners and stakeholders.*
- *Central Michigan University continues to work with local stakeholders identifying areas where program development is sought after and CMU supports in various industry spaces.*

**LET'S FIRE UP TOGETHER!**



1. Growing Educational Pathways
2. Focus on Student Success
3. Fostering Transferable Skills
4. Enhancing Equity, Access and Wellness In Healthcare
5. Driving Innovative Research and Development
6. Building Community Outreach



What do you want people to know about [your program/classes/students/teaching/topic] ?

# Growing Educational Pathways



CMU has a number of in person, innovative and online programs.

One highly sought after within our community is education and the 2+ CMU helps provide qualified/certified teachers that can start and stay within our community in partnership with NMC.



Clinical Experiences are local and varied to provide a broad base of practicum PRIOR to and during student teaching.



Courses are created to engage a variety of learners whether the course is offered synchronous, asynchronous, or a combination.

Faculty utilize cutting edge educational technology to have students "connect" with one another even from afar.

Class resources are updated frequently to make sure research is current and the program is preparing teacher candidates to be ready for the classroom.



Northwestern Michigan College



CENTRAL MICHIGAN UNIVERSITY



CENTRAL MICHIGAN UNIVERSITY

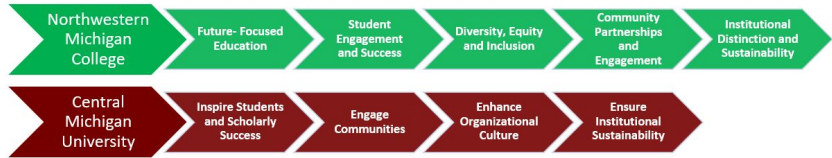


Northwestern Michigan College



# Connection to Partnership Strategic Plan

How does your work/the focus of your presentation advance an objective or strategy within the strategic plan?



**CMU RURAL HEALTH EQUITY INSTITUTE**  
CENTRAL MICHIGAN UNIVERSITY

- Improve Care Access
- Community Partnership Outreach
- Advance Rural Health Equity Data
- Education and Training





# General Information

- Aligning with the NMC Facilities Master Plan to co-create a vibrant main campus experience
- HLC 10 Year Reaffirmation of Accreditation Review 2026
- *Student Support Scholarships -Alumni Golf Outing - Strong Alumni Base - Funds are donated to a scholarships fund to northern michigan students*
- *TC New Tech - Pitch Events*
- *Community Building*



  
 Northwestern Michigan College

# Davenport University

Zach Whitaker

## Zach Whitaker

### Campus Director - University Center

- Bachelor of Science in Human Resource Management
  - Bellevue University (2022) - 3x Dean's List
- NMC Alumni - Class of 2014
  - Great Lakes Culinary Institute (AAS)
  - 2020 GLCI Alumnus Of the Year
- NMC Employee
  - Hagerty Conference Center & GLCI
- Committee Member
  - Advisory Committees
  - Taste of Success Committee Member



## Davenport University - Traverse City

- Original NMC University Center Partners
- Career Ready Education
  - 35-40 Credit Hours in Major
- Most Transfer Friendly University
  - A2B and 60+ Transfer Degree Paths
- Prior Learning Assessment- PLA
- Excellence System
- Meeting Needs of Students
  - Flexible Classroom Availability
  - Connection to NMC
    - Presentation in TC
    - BSNc Partnership
      - Final Health Assessment

# Davenport University - Traverse City

- Established Programs:
  - Bachelor of Business Administration (BBA):
    - Human Resource Management
    - Management
    - Marketing
    - Accounting Fraud Investigation
    - Aviation/ UAS Management
  - Bachelor of Applied Business (BAS)
  - Bachelor of Science in Nursing (BSN)
    - Concurrent/Completion
  - Bachelor of Science in Bio Laboratory Science
    - Transfer to Grand Rapids
  - Master of Business Administration (MBA)



## A2B Plan

BBA Human Resource Management Associate In Applied Science  
 777777777 120 credits Business Administration  
 UPDATED Fall 2022

(THIS DEGREE CAN BE COMPLETED TOTALLY IN A VIRTUAL FORMAT)

An Earned Associate Degree in Human Resources from Northwestern Michigan College		60 credits	Northwestern Michigan College	Transfer Credit	3rd Year	Davenport Credit
Earned Associate Degree		60		60		
Foundations of Excellence		39 credits	Northwestern Michigan College	Transfer Credit	3rd Year	Davenport Credit
DATA275	Introduction to Data Analytics	3				3
ECON200	Microeconomics	3	ECO200	Principles of Microeconomics		3
ENGL311	Professional Writing	3				3
STAT220	Introduction to Statistics	3	MTH131	Introduction to Probability &		3
	Humanities Elective <sup>1</sup>	3		Humanities Elective <sup>1</sup>		3
	Social Sciences Elective <sup>1</sup>	3		Social Sciences Elective <sup>1</sup>		3
Foundations of Business		32 credits	Northwestern Michigan College	Transfer Credit	3rd Year	Davenport Credit
FNOC211	Corporate Finance	3				3
Major		37 credits	Northwestern Michigan College	Transfer Credit	3rd Year	Davenport Credit
BUSN225	International Business	3				3
BUSN480 or HRMG490	Field Experience in Business or Human Resource Management BBA Internship	3				3
HRMG313	Staffing Organizations	3				3
HRMG350	Training For Organizations	3				3
HRMG431	Negotiation and Dispute Resolution	3				3
HRMG433	Compensation Administration	3				3
HRMG453	Strategic Human Resources	4				4
LEGL401	Employment and Labor Law	3				3
MGMT316	Innovation and Managing Change	3				3
MGMT321	Organizational Behavior	3				3
MGMT375	Leadership Theory and Discovery	3				3
Open Electives <sup>1</sup> or BBA Honors Specialty		12 credits	Northwestern Michigan College	Transfer Credit	3rd Year	Davenport Credit
Recommended Electives:					9	
HRMG290 or HRMG490	Human Resource Management Internship or Human Resource BBA Management Internship	3				
HRMG330	International Human Resource Management	3				
HRMG499	Certified Professional Prep Course	3				
<b>TOTAL CREDIT HOURS</b>				<b>Transfer Credit</b>	<b>3rd Year</b>	<b>Davenport Credit</b>
				Minimum	Minimum	Minimum
				123 credits to complete	60	21
				13 DU courses to complete		40

<sup>1</sup> Preferred Course  
<sup>2</sup> See "Guide to Electives" for list of choices in the 2022-2023 undergraduate catalog.  
<sup>3</sup> Both Microeconomics and Macroeconomics are required for this degree program.  
<sup>4</sup> If you completed Microeconomics as a part of your associate degree, you will need to take Macroeconomics as a 3rd year course.  
<sup>5</sup> If you completed Macroeconomics as a part of your associate degree, you will need to take Microeconomics as a 3rd year course.  
<sup>6</sup> If you take both Microeconomics and Macroeconomics in the completion of your associate you will need to take one 3-credit hour open elective to meet graduation requirements.



## DU Connection to NMC Strategic Plan

- Future-Focused Education
  - University Curriculum Committee
- Student Engagement & Success
  - Local Advising & Support System
  - Career Services & Employment Rate
- Diversity, Equity, & Inclusion
  - Course Work
  - Casa Latina & College of Urban Education
- Community Partnerships & Engagement
  - Specific programs here in Traverse City- Aviation, BSNC, and UAS
  - Certificate of Management-IPEX
- Institutional Distinction & Sustainability
  - Established Programs for UC Partnership



Northwestern Michigan College

**Ferris State University**

**Kevin D'Alessandro**, *Director of Northern Michigan Operations*



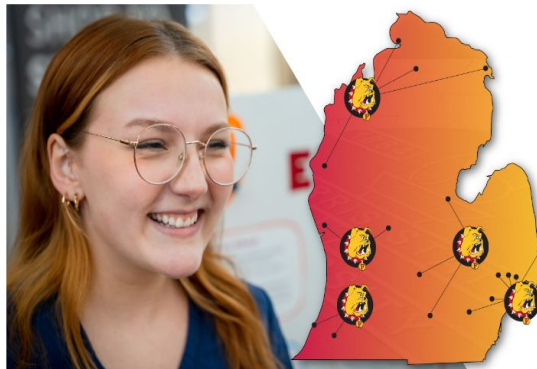


## Introduction:

### **Kevin D'Alessandro:**

- 16+ years in secondary and post-secondary education
  - 8 years as a high school teacher, coach, and department chair
  - 8 years in post-secondary education
    - 2-years – Davenport University
    - 6-years – Northwestern Michigan College
      - Commitment Scholarship Coordinator
      - Early College Coordinator
        - Northwest Ed. Services
        - Wexford-Missaukee ISD
- *Director of Northern Michigan Operations, Ferris State University – Sept. 5th, 2023*

## Ferris State University: 5 Regional Hubs



### ▶ LOCAL HUBS

Our five hubs serve Ferris students in our online and [community college partnership programs](#) all over the state.

- 📍 [Detroit](#)
- 📍 [Flint](#)
- 📍 [Grand Rapids](#)
- 📍 [Kalamazoo](#)
- 📍 [Traverse City](#)

## Ferris State University: 5 Regional Hubs



- Connecting students to Ferris State University
- Bringing personalized resources and support
- Application and Registration help
- Financial Aid guidance
- Academic Advising
- Career Development Services
- Consortium Agreement assistance

## Ferris State University: 5 Regional Hubs



### Application Help

Walk through the Ferris application with an expert and ask any questions you have about being a Bulldog.



### Financial Aid

Meet with a financial aid guru and make sure you're taking advantage of every bit of help you have earned.



### Program Advising

Meet with an advisor to explore a program or plan your transfer to Ferris. If you're a current student, meet your advisor for help with your degree plan.



### Career Advising

You go to Ferris to get an amazing job. Our career advisors will help you make it happen.



### Take Ferris Classes

That's right, you can earn your entire degree in your own backyard. We offer programs all over Michigan.



### Registration Help

Selecting the best classes can be tough. Work with an expert to build a class schedule that fits your life.

## Ferris State University: Traverse City Hub



- Bachelor's Degree Programs:
  - Accountancy
  - Business Administration
  - Business Administration - Aviation
  - Business Administration - Pro-Track
  - Computer Information Systems
  - Computer Information Technology
  - Criminal Justice - Generalist
  - Early Childhood Education
  - Social Work
- Certificate Degree Programs:
  - Human Resource Management
  - International Business
- Master's Degree Program:
  - Social Work (MSW)

## Community Events:

- Explore Your Major: Social Work
  - Held on 11/29/2023
- Master's of Public Health - Virtual Info. Session



*Explore Your Major:*  
**Social Work**

Save the Date:  
Explore Social Work careers, earning potential, and the NMC → FSU transfer pathway!  
Date: Wednesday, November 29th  
Time: 5:30 pm  
Location: Room #106/107 of the Innovation Center  
**FREE Food and Swag provided!**

**Majors:**  
Social Work  
Education  
Criminal Justice  
Psychology  
Sociology  
Liberal Arts  
Communications

**BSW/MSW Careers:**  
Counseling/Therapy  
Child Welfare  
School Social Work  
Substance Use Disorder  
Medical Social Work  
Justice and Corrections  
Gerontology  
Politics

NMC University Center

Contact Kevin D'Alessandro with any questions:  
Email: [kevin.dallessandro@ferris.edu](mailto:kevin.dallessandro@ferris.edu) Phone: 231.492.6522

**MASTER'S OF PUBLIC HEALTH (MPH)  
VIRTUAL INFORMATION SESSION**  
DECEMBER 13 AT 7 P.M.

Discover how the MPH program at Ferris can help you accelerate your career forward. Meet with Dr. Emmanuel Ikhlor and Dr. Adam London, to explore the program and the steps to get started.

The free application for the MPH program has been extended. Applications are considered on a rolling basis. Classes start January 8, 2024.

**Program Features:**  
- 100% Online  
- 42 credits  
- Internships in rural and suburban practices  
- Earn \$60,000+ salary (varies on the salary for health services administration to MSW from salary.com)

**Leadership Positions in:**  
- Public Health Agencies  
- Healthcare Institutions  
- Nonprofit and other human service organizations

**Advanced knowledge, skills, and abilities for:**  
- Epidemiologists  
- Environmental Health Specialists  
- Health Educators  
- Nurses and Physicians  
- Pharmacists and more!

SCAN TO REGISTER FOR THE INFO SESSION TODAY!

FERRIS STATE UNIVERSITY  
FERRIS.EDU/MPH



## Ferris State University: Traverse City Hub



- NMC's Strategic Plan:
  - **Future Focused Education**
    - TC Hub: Focused on increased collaboration with NMC, and creating more innovative and robust transfer pathways.
  - **Student Engagement & Success**
    - TC Hub: Continued access to support and wrap-around services at Ferris State University for transfer students from NMC.
  - **Diversity, Equity, and Inclusion**
    - TC Hub: Equal access to University resources and services.
  - **Community Partnerships & Engagement**
    - TC Hub: Engage the community and other stakeholders about NMC and its University Center partnership.

  
 Northwestern Michigan College

  
**Grand Valley State  
University**

Shannon Owen  
 Director Northern Region

## Shannon Owen, Ed.S.

- 26 Years of Higher Education Experience
  - 20 years on NMC's Campuses
    - EMU, NMC, GVSU
  - 5 years NMC Academic and Career Advisor
- 40Under40 - 2019 class
- 2023- GVSU's Commitment to Community Award

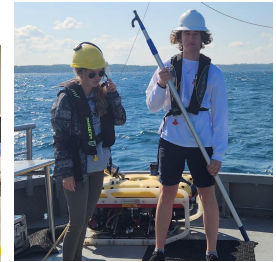
## Partner to Meet Regional Needs

With our local partners, Grand Valley has identified four areas of investment. We are expanding programming, supporting partner organizations, and providing the support to scale locally grown solutions.

- |   |   |
|---|---|
| <p><b>1</b> Increasing Access to Healthcare Education</p> | <p><b>2</b> Growing Teacher Preparation and Talent Pipelines</p>                    |
| <p><b>3</b> Growing the Green and Blue Economies</p>      | <p><b>4</b> Enhancing a Tech Talent Pipeline and Supporting Local Entrepreneurs</p> |

**University Center  
Partner since 1995**

**Traverse City-Based  
Degree Programs**

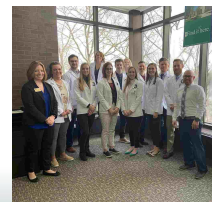


## Award Winning Programming

### Physician Assistant Studies

- 2019 Outstanding Credit Program - UPCEA Central Region
- 2020 Outstanding Credit Program - UPCEA National
- 2022 Physician Assistant Education Association

[spotlight video](#)



## GVSU Northern Region

- [Bi-Directional Partnership](#)
- Top 5 NMC to GVSU graduates in the last 5 years - Integrative Studies, Allied Health Sciences, Psychology, Nursing, Business.
- Grand Traverse Region is third in GVSU alumni, after Grand Rapids and Detroit.
- 8,695 sq ft of classroom and office space at the University Center.

## Strategic Plan Connections

- Future-Focused Education
- Student Engagement & Success
- Diversity, Equity, & Inclusion
- Community Partnerships & Engagement
- Institutional Distinction & Sustainability





December 11, 2023

# Aviation Hangar Capital Planning

*Northwestern Michigan College*



## Presentation Overview

SECTION 1	Introduction to Plante Moran Realpoint (PMR)	3
SECTION 2	Goals and Objectives	8
SECTION 3	Existing Building	12
SECTION 4	Original Concept 2022 – Sidock Group	15
SECTION 5	Alternate Concept	22
SECTION 6	Business Plan	27
SECTION 7	Next Steps	30

### Main Point of Contact

Joe Asperger, Senior Vice President  
Joe.Aasperger@plantemoran.com  
248.223.3064

## SECTION 1

# Introduction to Plante Moran Realpoint

NORTHWESTERN MICHIGAN COLLEGE – AVIATION HANGAR EXPANSION

3

## INTRODUCTION TO PLANTE MORAN REALPOINT

## Real estate & construction “department for hire”

We seamlessly integrate into higher education institutions, providing leadership for any real estate or construction project through a single point of contact.

### Our services



#### Real estate consulting

- Development advisory & feasibility
- Incentives
- Market studies
- Facility condition assessments
- Due diligence
- Construction project reviews
- e-Builder implementation
- Debt capacity studies
- Portfolio strategy
- Workplace



#### Real estate transaction management

- Portfolio optimization
- Space programming
- Lease administration
- Site Selection
- Tenant & buyer representation (land/facilities)
- Transaction management
- Sale-leasebacks



#### Owner representation/ program management

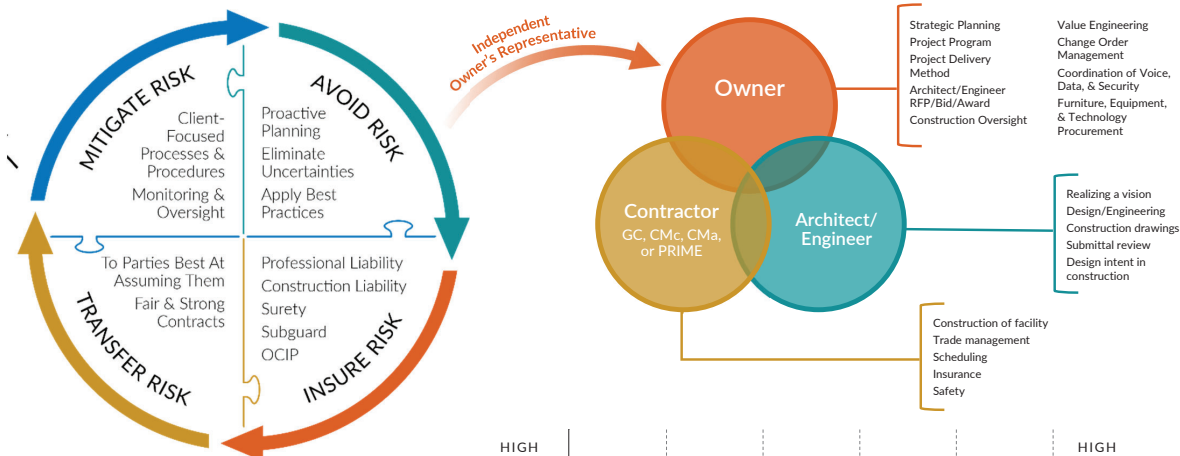
- Program budget, schedule, & scope development
- Team selection & procurement
- Contract advisory
- Furniture, technology, & equipment coordination
- Payment application & invoice review
- Cash flow monitoring
- Relocation management
- Change order management
- Closeout

NORTHWESTERN MICHIGAN COLLEGE – AVIATION HANGAR EXPANSION

6

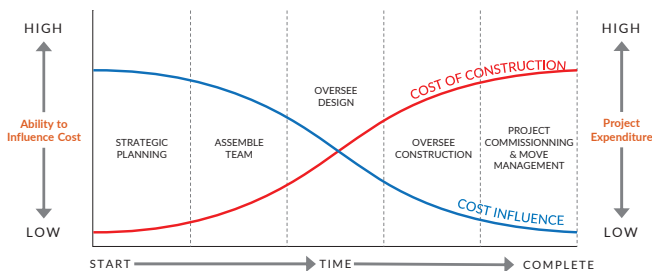
# What is Owner's Representation?

The Role of The Owner & Independent Owner's Representative



## Successful Project: Concept Through Completion

Organizations who engage PMR prior to engaging architects, contractors, and vendors have the most opportunity for a successful project. PMR has extensive experience in contract negotiation and is a valued advocate sitting only on your side of the table throughout all phases of the project.



## “NMC Next” Strategic Goals – 2021 thru 2025

1. Future Focused Education
2. Student Engagement and Success
3. Diversity, Equity and Inclusion
4. Community Partnerships and Engagement
5. Institutional Distinction and Sustainability

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

### Objective:

*Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.*

### NMC Mission:

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

### NMC Vision:

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

## Project Overview and Objectives

### Project Overview:

- Expansion and renovation of the Aviation Hangar on the Aero Park Campus at Cherry Capital Airport

### Project Objectives:

- Expand fleet to train more students
- Expand hangar to increase protected aircraft storage
- Expand hangar maintenance operations to separate long haul and routine maintenance
- Address deferred capital renewal
- Exterior enhancements to create cohesive Aero Park Campus reflecting Parsons-Stulen Building aesthetics





SECTION 3

# Existing Building

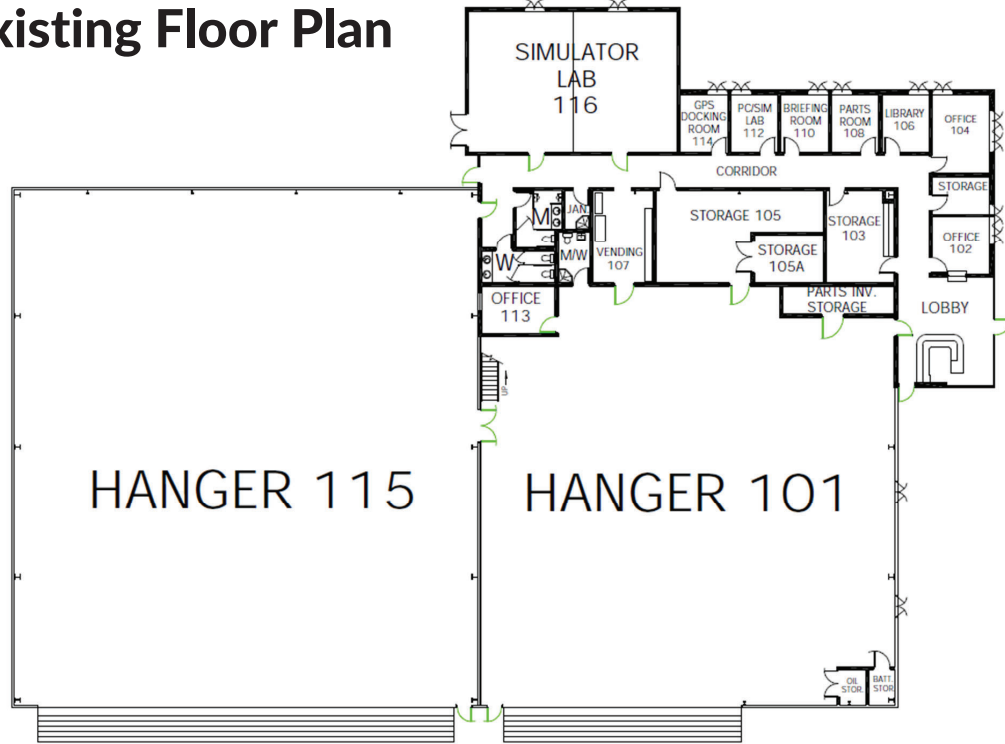


EXISTING BUILDING

## Aviation Hangar

- Built in 1977
- Building area = 20,300sf
- Aircraft capacity = 14
- Aircraft area = 14,700sf
- Supports flight simulation (2)
- Offices underutilized
- Long haul repairs restrict routine maintenance operations
- No separation of student & maintenance operations
- Deferred Capital Renewal - Original building materials & systems

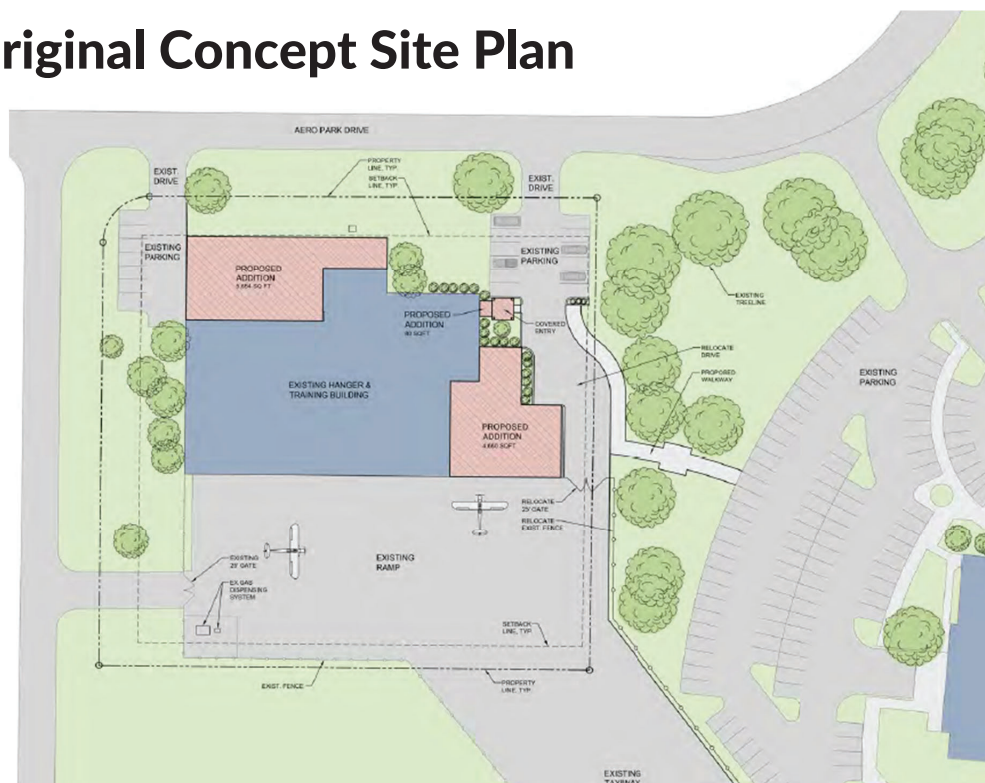
# Existing Floor Plan



## Original Concept Project Overview

- Expansion and renovation of existing single-story classroom & office wing
  - Addition of an entry structure and vestibule
  - Partial demolition of the Warm Bay support spaces & mezzanine
  - Easterly expansion of the Cold Bay
  - Southernly expansion to add Long Haul Bay with support spaces.
- New building area: ~32,500sf
  - Aircraft area increased by: 8,600sf
  - Supporting up to 22 aircraft
  - Project Budget: \$9,953,187.00
  - Cost/SF: \$306.42

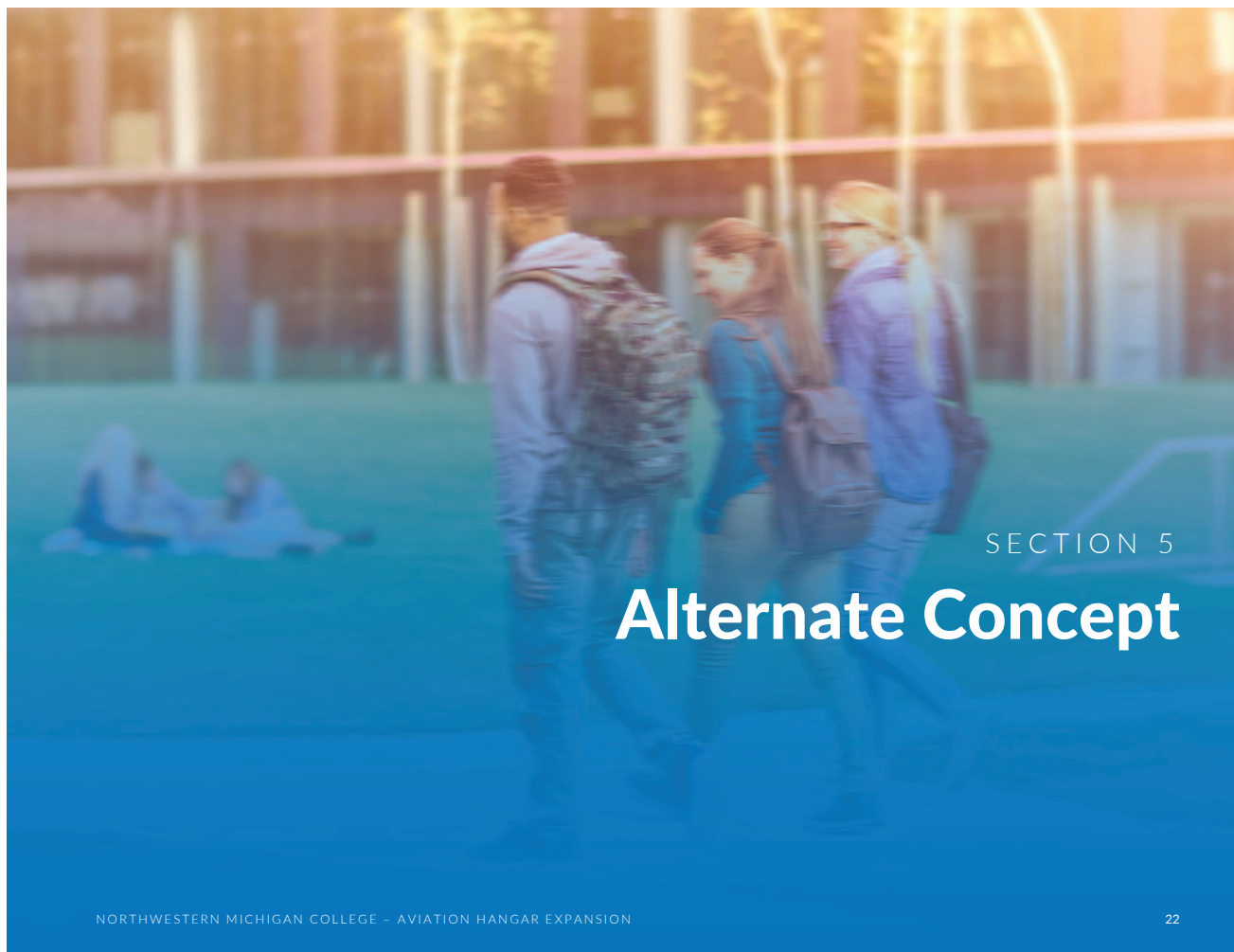
## Original Concept Site Plan





## Original Concept Project Budget Estimate

FUNDING ALLOCATION	DESCRIPTION	PROJECTED BUDGET	COST/SF
Construction	Hard Costs, Staffing, Fee, GC's, Contingency	\$7,757,929.00	\$238.76
Professional Fees	OR, AE, Geo, Survey, Envir., etc.	\$1,044,644.00	\$32.15
Regulatory	Permits, Inspections, etc.	\$55,447.00	\$1.71
Owners Cost	Legal, Title work, Builder's Risk, etc.	\$37,026.00	\$1.14
FF&E	Furniture, Flight Simulation, Maint., etc.	\$202,000.00	\$6.22
Technology & Security		\$0.00	\$0.00
Contingency/Escalation	Design, Bidding & Owner	\$859,141.00	\$26.44
<b>TOTAL PROGRAM BUDGET</b>		<b>\$9,953,187.00</b>	<b>\$306.42</b>
<b>BUILDING AREA</b>			<b>32,493</b>



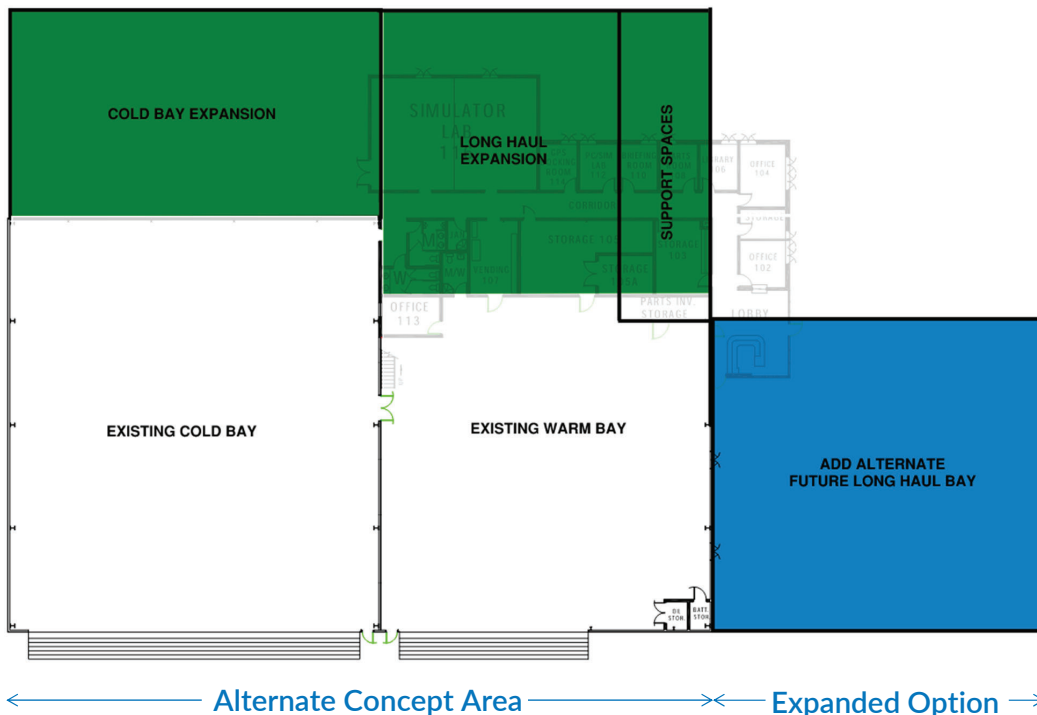
# Alternate Concept Project Overview

- Demolition of existing single-story classroom & office wing
  - Partial demolition of the Warm Bay, support spaces & mezzanine
  - Addition of an entry structure and vestibule
  - Easterly expansion of the Cold Bay
  - Easterly expansion of the Warm Bay for Long Haul with support spaces.
  - Add Alternate: Southernly expansion of a Future Long Haul Bay with support spaces.
- New building area: ~25,500sf
  - Aircraft area increased by: 8,800sf
  - Supporting up to 23 aircraft
  - Project Budget: \$9,196,310.00
  - Cost/SF: \$360.62

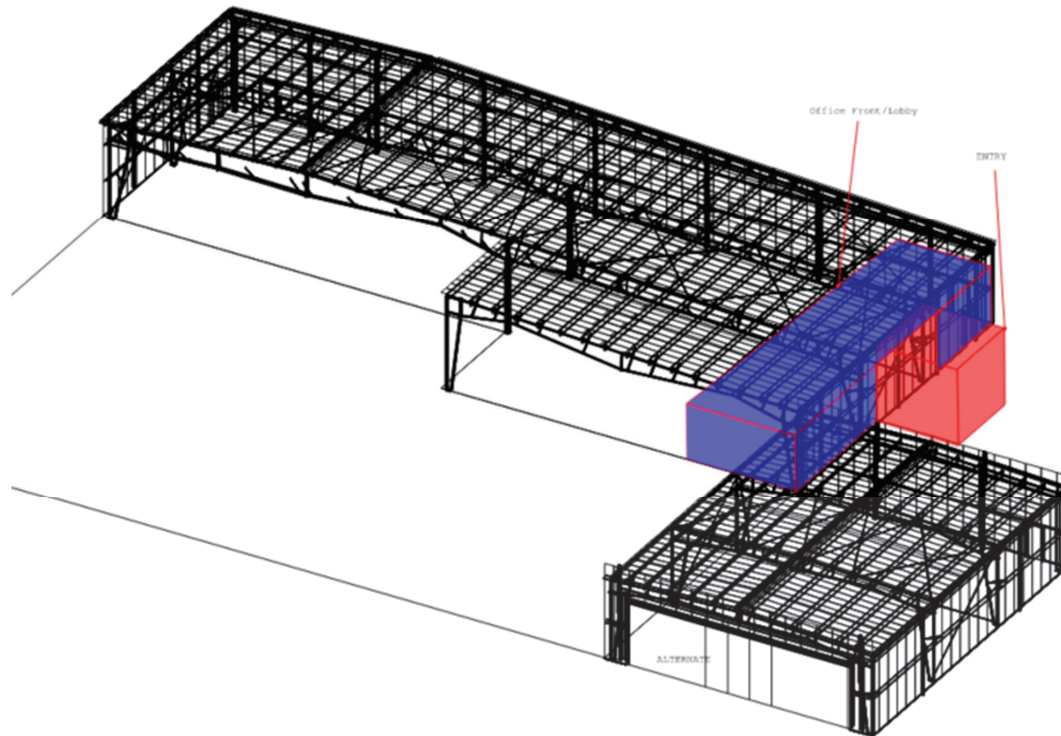
## Add Alternate - Long Haul Addition:

- New building area: ~30,200sf
- Aircraft area increased by: 14,400sf
- Supporting up to 26 aircraft
- Add: \$2,538,582.00
- Cost/SF: \$460.19
- Add in 2-years: \$3,016,041.00

# Alternate Concept Floor Plan



## Alternate Concept Wireframe



NORTHWESTERN MICHIGAN COLLEGE - AVIATION HANGAR EXPANSION

25

## Alternate Concept Project Estimate

FUNDING ALLOCATION	DESCRIPTION	PROJECTED BUDGET	COST/SF
Construction	Hard Costs, Staffing, Fee, GC's, Contingency	\$7,137,984.00	\$279.92
Professional Fees	OR, AE, Geo, Survey, Envir., etc.	\$979,100.00	\$38.39
Regulatory	Permits, Inspections, etc.	\$50,969.00	\$1.99
Owners Cost	Legal, Title work, Builder's Risk, etc.	\$35,472.00	\$1.39
FF&E	Furniture, Flight Simulation, Maint., etc.	\$202,000.00	\$7.92
Technology & Security		\$0.00	\$0.00
Contingency/Escalation	Design, Bidding & Owner	\$790,785.00	\$31.01
<b>TOTAL PROGRAM BUDGET</b>		<b>\$9,196,310.00</b>	<b>\$360.62</b>
<b>BUILDING AREA</b>			<b>25,500 SF</b>

## SECTION 6

## Business Plan

## BUSINESS PLAN

## Projected Return On Investment (ROI)

	Recommended	Alternate	Comments
Description	Excludes Long Haul Bay	Includes Long Haul Bay	
Program Capacity (# students)	195	211	Currently 130 students
Fleet Size (# planes)	23	25	Currently 15 planes
Cost of Expansion	\$9,196,310	\$11,696,310	As presented
Cost of Additional New Planes	\$4,800,000	\$6,000,000	Estimated \$600,000 per plane
State Grant	\$3,750,000	\$3,750,000	Appropriated through LEO in 2023 State Supplemental
Foundation Support	\$500,000	\$500,000	Campaign focus on equipment (planes/simulation) vs. building?
Projected Annual Net Income Impact (\$)	\$750,000	\$875,000	Rounded
Projected Annual ROI (%)	7.9%	6.6%	Excludes time value of money considerations
Projected Payback Period (Years)	12.7	15.2	Excludes time value of money considerations
Risks	<ul style="list-style-type: none"> <li>Staffing challenges</li> <li>Changes in Aviation demand may alter business model</li> </ul>	<ul style="list-style-type: none"> <li># of Planes Exceeds Runway Capacity</li> <li>Staffing challenges</li> <li>Overinvestment; changes in Aviation demand may alter business model</li> </ul>	

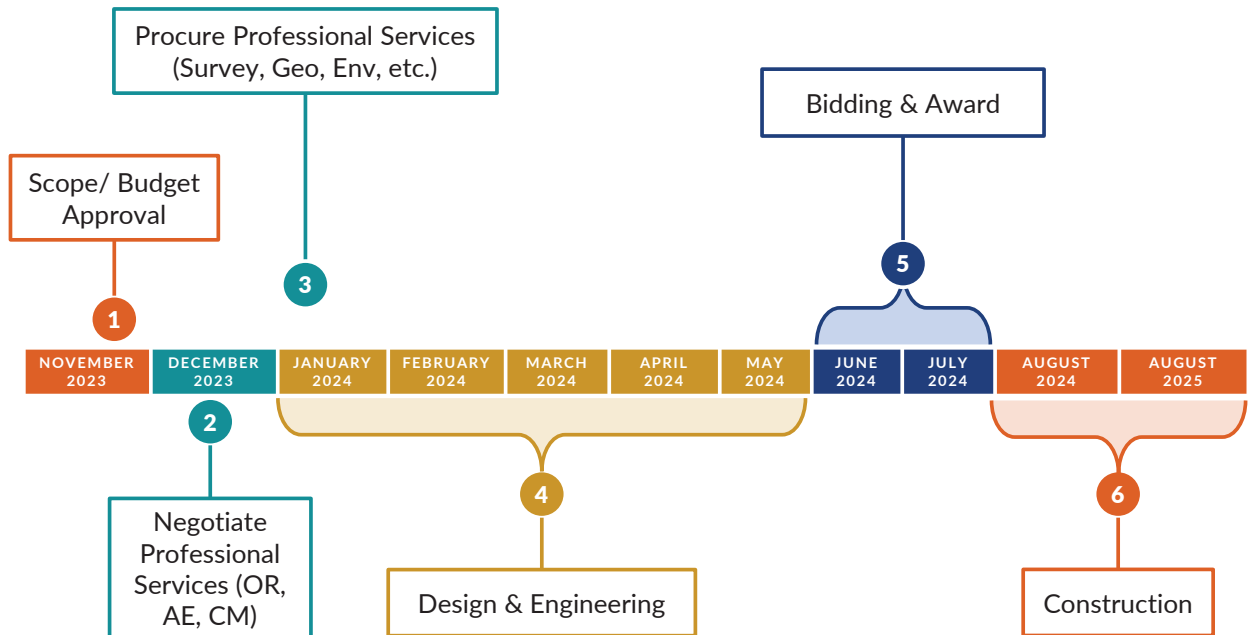


SECTION 7

# Next Steps

NEXT STEPS

## Taking the Next Step



# Questions / Answers



December 11, 2023

## Aviation Hangar Capital Planning

*Northwestern Michigan College*





Northwestern Michigan College

## Study Abroad Success

Jim Bensley, MLS  
Director, International Services and Service Learning



## Jim Bensley

Jim Bensley serves as the director of **International Services and Service Learning Services** at Northwestern Michigan College (NMC) in Traverse City, Michigan. He is responsible for internationalization of the curriculum, development of study abroad opportunities, student focused international events, and academic service learning. Jim recently served as the director of the **International Affairs Forum** (2021-2023), dedicated to advancing the understanding of the world and its critical issues through education and public dialogue. Jim has worked at NMC for over three decades, first in marketing and later as the Director of Admissions. During his time in admissions, NMC realized its largest enrollment in history. While there, he also served as PDSO and as the international student advisor. He helped create the office of Outreach Services in the fall of 2012 and lead the work to create a Global Endorsement at NMC. Through his office, the college has developed international partnerships, designed academic programs, and sent over 525 students to 24 different countries including: Brazil, South Africa, Russia, Cuba and Indonesia. Jim currently holds a seat on the Community College for International Development (CCID) Senior International Officer Executive Board, and is a member of the Midwest institute for International/Intercultural education (MIIE) Board of Directors.

Jim's past has involved living, attending school, and working in the UK, Germany and Greece. He has visited over 30 countries and planned and led over 27 excursions for groups of college and high school students to destinations around the US and abroad (Peru, Costa Rica, Cuba, Greece, Morocco, India, France, Brazil). During his time on the executive board for the International Affairs Forum (WACA), he created a study abroad scholarship for first generation college students. Jim also teaches part-time in the humanities discipline where he offers a course in World Cultures which he integrated with the Soliya Connect Program (virtual exchange) in 2016. He holds a bachelor's degree in education and a masters in Interdisciplinary Technology.



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## NMC Study Abroad Statistics

During the last nine travel seasons (no travel in 2020-21) NMC sent over **525** students to over **24** different countries on faculty-led short term (10 days - 4 weeks) academic study abroad programs

Overseas experiences were led, or co-led by **40** different faculty and seven staff members

Disciplines represented: **Anthropology, Aviation, Biology, Business, Culinary Arts, Education, English, Engineering, Fine Arts Freshwater Studies, History, Humanities, Marine Tech., Nursing, Philosophy, Photography, Renewable Energy, Social Work, Surgical Tech. UAS, Visual Communications**

Many experiences have included service learning opportunities alongside academic content.

Global Opportunities Scholarship initiated by Tim Nelson and Nancy Johnson



## NMC #10 in the nation among community colleges for student participation in study abroad!



All nine institutions ahead of NMC have higher fall enrollments with a combined average of 17,000 students per college. In addition, when reviewing the data as a percentage of fall enrollment, **NMC actually ranks first among community colleges** at 1.6 percent! These numbers reflect the first travel season (spring/summer 2022) following Covid.

*Institute for International Education Open Doors 2023 (Data sets for 2022)*

*IIE Open Doors® is a comprehensive information resource on international students and scholars studying or teaching at higher education institutions in the United States, and U.S. students studying abroad for academic credit at their home colleges or universities. This survey of international exchange activity in the United States is sponsored by the U.S. Department of State with funding provided by the U.S. Government and supported in its implementation by IIE.*

## Protocols for travel following Covid?



- Virtual international virtual internships in 2020-21
- Risk Management Team (*Jim Bensley, Stephen Siciliano Troy Kierczynski, Lisa Thomas, Koleen Kerlin-Spigarelli*)
- Chose destinations with safe travel and reliable medical care: *France, Spain, UK, Colombia (grant award)*
- Vaccinations mandatory for students and faculty
- Worked with providers to make sure they covered any covid related extended hotel stays
- Covid testing on-site
- Willing faculty leads (*Nick Roster, Tamela Livengood, Constanza Hazelwood, Nicco Pandolfi, Jim Morse, Patty Chron-Huhta, Jim Bensley, Kristen Salathiel*)
- Dedicated study abroad staff support (*Marina Call*)

## 2022 Student Testimonials

*"Going on this trip was the best part of my whole college experience. Being able to travel with people I went to school with made it so much better."*



*"Study abroad gave me both active and experiential learning opportunity. I had to visualize the classroom material, connect the dots and put all the pieces together. Learning material in a classroom and getting an opportunity to see what you learned right in front of you is incredible! It expanded the knowledge already acquired from the classroom. So yes, I would recommend everyone to do at least one study abroad. I guarantee your mind, personality, and approach to life will not be the same afterwards."*

*"My travel abroad experience with NMC opened new doors for me. I met with professionals, students, and community members who shared common goals with me. I now feel confident in continuing my education and career into fields that contribute to a greater global perspective on environmental activism."*

## Connection to Strategic Plan

NMC Vision

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

*Student Engagement and Success*

- 1: Increase student sense of belonging through participation in extra and co-curricular activities for first semester students to increase 1st semester persistence from 77.7% in Fall 2019 to 82% by Fall 2025.

*Study abroad also enhances Diversity, Equity and Inclusion and Institutional Distinction and Sustainability*



## NMC's Global Community

**Academic partnerships:**

Earth University (Costa Rica)

Yellow River Conservatory Institute (China)

Manado Polytechnical Institute (Indonesia)

University of Hertfordshire (UK)

University of Witwatersrand (South Africa)

Universidad de La Salle (Colombia)





**“Thank you NMC! The experience overall has served to benefit my patience, my perspective, and my humility.”**



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## Future Internationalization Efforts

- Study Abroad: Japan, Spain, Cyprus, Brazil
- TEFL Cohort
- UN Sustainable Development Goals/Design Thinking
- Global Endorsement Revision
- Visiting Fulbright Scholar
- Community partnerships
- Multicultural Club



Northwestern  
Michigan College



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Traverse City, MI 49685

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

## MEMO

**To:** President's Council  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** December 3, 2023  
**Re:** **State/Federal Legislative Update**

### State

#### **Schedule**

The Michigan legislature has adjourned sine die for the year and will not come back into session until after the first of the year. With Democrats losing their majority in the House, it is expected that while the Senate will come back into session in January, the House will not hold session until after special elections are held in April and Democrats (likely) regain the majority. In the meantime, House Committees would likely meet, with Democrats retaining the chairs seats, but regular session would not be held. This will have an unknown impact on the FY25 state budget process, which typically is ongoing throughout this time.

#### **MiLEAP**

Last week, Governor Whitmer announced that Michelle Richard will be the acting director of the new Department of Lifelong Education, Advancement and Potential, known as MiLEAP.

Richard will transition from her role as Whitmer's senior education advisor. During her time in the executive office, Richard worked on school aid budgets and supported programs to lower the cost of higher education and skills training. Richard previously worked at the Department of Labor and Economic Opportunity, as a public sector consultant and as a kindergarten and first grade teacher.

The new department will be staffed by members from the departments of Licensing and Regulatory Affairs, Labor and Economic Opportunity, Education and Treasury and will oversee the Office of Sixty by 30.

With the appointment of a new director, the governor will have a cabinet member overseeing some education functions, rather than having them housed under the Department of Education, which is not run by a gubernatorial appointee.

Out of the gate, the department faces the challenge of not having a budget because the \$6.5 million appropriated for the department by the legislature this fall will not be available until February 13<sup>th</sup>.

#### **Meeting with Lt. Governor**

On Thursday, November 30, 2023, I met with Lt. Governor Garlin Gilchrist to discuss his policy priorities for 2024. During this meeting I was able to underscore the importance of approving Capital Outlay authorization for the Osterlin Student Services project. I was also able to ask for the state's assistance with compliance with the Federal Financial Responsibility requirements effective July 1, 2024. Finally, I was able to thank him for his support of the Freshwater Research and Innovation Center.



**Schedule**

Congress is in session with lawmakers working to complete several items, including appropriations and the National Defense Authorization Act before they adjourn for the holiday recess.

**Financial Responsibility Regulations**

As a result of the failure of public educational institutions in states with no backing by their respective state governments, the U.S. Department of Education has decided to make it a requirement that all public institutions receive a letter certifying that they are backed by the full faith and credit of their state, tribe or other government, meaning they would pay the debts on their behalf if they could not or would not pay.

If the State of Michigan is not willing to provide that for Michigan colleges, colleges like NMC can't be considered public institutions and would fall under the rules for nonpublic educational institutions.

I have reached out to the MCCA and discussed this with the Lt. Governor. Currently, the Michigan Department of Labor and Economic Opportunity provides, when requested, letters of exemption for community colleges. They do not, however, send letters related to liabilities. Therefore, the MCCA has reached out to a few other departments to see if they can assist and I will continue to follow up on this issue with the MCCA and the relevant state agency.



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**MEMO**  
Office of the  
President

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
 President's Council  
**Date:** December 6, 2023  
**Subject:** December 2023 Executive Summary

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

- November financials are not available for the Board meeting due to early timing of the December meeting. December financials and general fund projections will be provided for the January meeting.

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

- We currently have 112 more applications than this time last year.
- At this time, headcount is up .4% while contact hours are down .1%.
- New student orientation sessions will continue in December and January.

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

Paid media saw a YOY increase, but MOM decrease. This is expected and tracks across the industry as the holidays impact applicants' user journey.

**Paid Media** ↓

- Applications: 135
- Accounts: 191\* (this data from campaigns is still to come)

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

- Strategy 4 - Community Partnerships and Engagement is on track with 3 of the 4 objectives currently classified as “green”. These objectives are focused on community partnerships, workforce and technical training, and access to 4-year pathways are on track. While changes in pricing and course cost structure resulted in financial improvements for Extended Educational Services during FY23, work continues in order to improve the financial performance of the department during this fiscal year. Q1 has again shown improvements for EES.

**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: \$1,067,330
- Of the F24 funds raised and realized, donors are impacting the following areas of the college:
  - Unrestricted gifts to the Fund for NMC - \$124,489
  - Scholarships at NMC - \$357,025
  - Programs and capital projects at NMC - \$421,815

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, November 20, 2023  
Timothy J. Nelson Innovation Center  
Room 106/107**

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

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Rachel A. Johnson, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek (at 5:47 pm)

**Trustees absent:**

**Also present:** President Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Hollie DeWalt, Molly Norville, Jason Slade, Marcus Bennett, Alex Walsh, Nick Roster, Glenn Wolff

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

**STRATEGIC FOCUS**

**Mission & Values in Action:** Multicultural Student Club—Alex Walsh, one of three advisors for the club provided his brief background. Formerly known as the International Students Club, the group restarted in Fall 2023 under the new name. Membership includes over 35 students from over 11 different countries and two Native American tribes, with multiple members born in the Grand Traverse area. The club encourages interactions between international and domestic students and seeks to facilitate opportunities for students from different backgrounds to get together and learn from one another. The group also collaborates with other clubs, such as Audio Tech. Chair Oblinger noted the group lifts up the college’s vision of being a global community where all learners unlock their full potential.

**Diversity, Equity, Inclusion, and Belonging**—This strategy is on track with 2 objectives completed, 2 objectives currently classified as “green” / on-track, and 1 objective, related to student retention and enrollment, is lagging. Year 2 has transitioned the strategy from defining DEIB to a focus on implementing the Human Resources training module and surveys necessary to achieve the objectives related to belongingness, retention, and application to enrollment. President Nissley highlighted a recent collaboration between Visual Communications and Social Sciences to create posters bringing awareness to homelessness and socioeconomic diversity.

**REPORTS AND PRESENTATIONS**

**Faculty Report Microplastics in Boardman/Ottaway Watershed**—Nick Roster, Biology Instructor, presented on the general biology course (Biology 115) project Corespace Undergraduate Research Experience (CURE). In collaboration with SampleServe, a local company, the project has identified microplastics in the Boardman/Ottaway Watershed.

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

## UPDATES

**President's Update**—President Nick Nissley highlighted Kristy McDonald's Thanks-for-Giving project with her Business Communications class, which provided 135 Thanksgiving meals to Hawk Owl families. Nissley also provided updates on meetings with Benzie County community members, state funding, and collaboration with Michigan Tech University. Two Campus Master Plan listening sessions are planned for December 13 and January 24. Along with other kudos and recognitions, Nissley reported the college is ranked #10 in the nation by the Institute for International Education in the category of community college study abroad participation.

**Board Chair Update**—Chair Laura Oblinger noted the joint meeting of the Board of Trustees and Foundation Board Executive Committees is upcoming on November 28. Oblinger recommended trustees consider 2024 committee assignments and program focus topics for the upcoming year. As it relates to the campus facilities master plan, Oblinger shared her impressions of the process and noted the most recent meeting brought forward initial suggestions regarding space utilization and housing opportunities.

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

- Minutes of the October 23, 2023, regular meeting and closed sessions
- Minutes of the November 8, 2023, study session
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- Sensitive Information 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*
- Presidential Performance and Compensation Committee Report—*Laura Oblinger, Committee Chair*
- Building and Site Committee Report—*Ken Warner, Committee Chair*

## ACTION ITEMS

**Resource Guidelines**—On a motion by Doug Bishop, seconded by Chris Bott, the Board unanimously approved the NMC Resource Guidelines for 2024-2025 as presented. The motion passed unanimously.

**Great Lakes Campus Paver Replacement**—Rachel Johnson made a motion, seconded by Ken Warner, authorizing for administration to enter into a contract with Spence Brothers construction company in the amount of \$217,727, plus a 10% contingency of \$21,773, for a total authorization of \$239,500 to complete repair and remodel of the north courtyard of the Great Lakes Campus as presented. This project will be funded by Auxiliary (Hagerty Center) reserves. In response to questions, Kierczynski explained the single bid received and noted the need for paver replacement. The motion passed unanimously.

**Core Network Switch Equipment Replacement**—Doug Bishop made a motion, seconded by Rachel Johnson, authorizing administration to enter into a contract with People Driven Technologies for the replacement of the Cisco core network switch equipment in the amount of \$193,373.43. The funding source is the Technology Plant Fund. The motion passed unanimously.

**Esports Management Certificate of Achievement**—On a motion by Kennard Weaver, seconded by Doug Bishop, the Board unanimously approved the Esports Management Certificate of Achievement, effective Spring 2024. The motion passed unanimously.

**NMC Foundation Board Member Appointment**—Kennard Weaver made a motion, seconded by Rachel Johnson, approving the appointment of Mary Pelcher to the NMC Foundation Board, for a term of three fiscal years, commencing November 2023 and expiring June 20, 2026.

**Board Policies**—Ken Warner made a motion, seconded by Chris Bott, to adopt the following Board policies on a second-reading basis:

- Revised Policy D-400.00 External Partnerships
- Revised Policy D-500.02 Tobacco Free NMC
- Revised Policy D-300.00 Workforce
- Policy D-500.01 Use of Federal Funds (no revisions)

**Closed Session**—Ken Warner made a motion, seconded by Chris Bott, that the Board adjourn the open session and meet in closed session (pursuant to Subsection 8(1)(d)) of the Open Meetings Act, MCL 15.268) to consider the purchase or lease of property. The motion passed with the following roll call vote: Yes—Chris Bott, Rachel Johnson, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, and Laura Oblinger; No—none; and the Board went into closed session at 6:33 p.m.

**Reconvene Regular Session**—Kennard Weaver made a motion, seconded by Doug Bishop, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes— Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Rachel Johnson, Chris Bott, Laura Oblinger; No—none; and the regular open session reconvened at 6:54 p.m.

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

**ADJOURNMENT**—The meeting adjourned at 6:55 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



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College**

**MEMO**  
**Enrollment Services**

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To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: December 4, 2023  
 Subject: Enrollment Update – Spring 2024

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**Spring 2024**

Overall contact hour enrollment is currently down .1% while our current headcount is up .4%. There are two orientation sessions left for new students before the beginning of the spring semester. We currently have 17 more new students and 13 more returning students than last year. Current student registration, however, is lagging behind last year by 1.2 percentage points.

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

	<b>Spring 2021</b>	<b>Spring 2022</b>	<b>Spring 2023</b>	<b>Spring 2024</b>	<b>Change</b>
<b>Inquiries</b>	1,400	1,188	1,137	1,267	11.4%
<b>Applicants</b>	1,301	1,170	1,123	1,235	10.0%
<b>% Applied</b>	92.9%	98.5%	98.8%	97.5%	-1.3%
<b>Admits</b>	981	878	809	849	4.9%
<b>% Admitted</b>	75.4%	75.0%	72.0%	68.7%	-3.3%
<b>Admits Registered</b>	533	383	418	435	4.1%
<b>% Admits Registered</b>	54.3%	43.6%	51.7%	51.2%	-0.4%
<b>Prior Admits Registered</b>	1	6	0	0	0.0%
<b>Retained Students</b>	1,684	1,801	1,712	1,691	-1.2%
<b>% Retained</b>	51.4%	54.6%	55.2%	53.7%	-1.5%
<b>Return Students</b>	123	90	77	90	16.9%
<b>Average Contact Hours</b>	10.92	11.11	11.25	11.2	-0.4%
<b>Total Headcount</b>	2,341	2,280	2,207	2,216	0.4%
<b>Total Contact Hours</b>	25,556	25,341	24,826	24,813	-0.1%
<b>Tuition</b>	4,919,865	5,028,143	5,158,122	5,496,161	6.6%



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## **MEMO**

**Public Relations, Marketing,  
and Communications**

**To:** Nick Nissley, President

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

**Date:** 12-15-23

**Subject:** November 2023 Monthly Report

NMC had strong results, especially in earned and shared media, for November with coverage of Veterans Day and Mariners' Memorial events. In paid media, overall applications were down MOM, but up YOY. This is expected and seen across the industry due to the impact of the holidays on the user journey. The GLCI campaign continues to be the highest performing program campaign, followed by GLWSI. Both have an expanded geographic reach to support strategies 2 and 5. Highlights from earned media coverage include repeated coverage of NMC's events for Veterans Day, the Mariners' Memorial. The Aero Park emergency also garnered attention and negative sentiment. Owned media's NMC Now e-newsletter highlighted e-sports management certificate and a new state scholarship for healthcare workers. Shared media was up YOY with highest performing social posts of the Aero Park emergency event, dental students, fall colors, e-sports and Veteran's Day. NMC Public Relations, Marketing and Communication key performance indicators for November 2023 include:

### **Paid Media** □

- Applications: 135
- Accounts: 191\* (this data is still to come)

### **Earned Media** □

- Media mentions: 139
- Positive/neutral sentiment: 98%
- Publicity value: \$1.2m

### **Owned Media** □

- NMC Now: 901 readers, 46% open rate

### **Shared Media** □

- Facebook followers: +12% YOY
- Facebook engagement: -17% YOY
- Instagram followers: +13% YOY
- Instagram engagement: +7% YOY





## ***MEMO: Resource Development***

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

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

**Date:** December 4, 2023

**Subj:** Foundation Update

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

We are currently tracking \$140,000 ahead of funds raised as compared to where we were on this date last year towards a year-end goal of fundraising \$2,400,000.

- The number of gifts received to date this fiscal year: 2,181
- FY24 total dollars raised through the NMC Foundation
  - \$1,020,417 Total received to date (including The Fund for NMC, pledges, and *new documented planned gift intentions*) raised toward goal
  - + \$46,913 Gross event revenue
  - \$1,067,330 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 - \$106,935
- Scholarships at NMC - \$689,481
- Programs and capital projects at NMC - \$370,914

### **Foundation Initiatives**

- A meeting between the Executive Committees of both the foundation and college's Board of Trustees met November 28, 2023 to finalize a revised MOU to be shared with both full boards starting with the foundation board on Dec 13, 2023 .
- Year end direct mail and email campaigns are underway.
- Giving Tuesday in November was an incredible success! 99 donors gave nearly \$49,000 through this one-day experience: \$14,653 was raised to help students stay in class, \$22,580 was raised to support all the work of the museum and \$11,576 to send high school students to compete in Academic World Quest as part of the International Affairs Forum.



Northwestern  
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NORTHWESTERN MICHIGAN COLLEGE  
**FOUNDATION**

## Board of Directors

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### NMC Board of Trustees Executive Committee and NMC Foundation Board Executive Committee JOINT COMMITTEE MEETING MINUTES

Tuesday, November 28, 2023  
at University Center, Room 202-F  
2200 Dendrinis Drive

**CALL TO ORDER**—Laura Oblinger, Chair of NMC Board of Trustees and the Board of Trustees’ Executive Committee, called the meeting to order at 10:00 a.m.

**COMMITTEE MEMBERS PRESENT**—Laura Oblinger, Jayne Mohr (via Zoom until 10:26 a.m.), Chris Bott, Rachel Johnson, Pat Warner, Chris Lamb, Nick Nissley, Jennifer Hricik, Debbie Edson (joined via Zoom at 10:35 a.m.)

**OTHERS PRESENT**—Amanda Gower, Lynne Moritz, Carly McCall (via Zoom)

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

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

**DISCUSSION: Memorandum of Understanding**—Board of Trustees Chair Laura Oblinger reviewed the objective of the discussion and the intended next steps for the Memorandum of Understanding (MOU) to move forward to the full Foundation Board for review on December 13, 2023. Foundation Board Chair Jayne Mohr thanked staff for their work recording discussions and preparing for the joint meetings. Mohr also recognized Pat Warner for her work with the Foundation Board Development Committee.

The joint committees reviewed version 9 of the MOU, which included changes that were agreed upon during the joint meeting on October 19, 2023. Three areas of the MOU were discussed further and the following verbiage was agreed to move forward in the approval process.

### Relationship of the Foundation to the College

“The College’s Vice President of Finance and Administration will develop, in conjunction with the Executive Director of the Foundation, the annual budget for the Foundation using the existing process that is in place.”



## **Operation Expenses and College Distributions**

“The annual fund transfer from the College to the Foundation will inform the Executive Director’s development of the Foundation’s operating budget. The amount of these funds to be transferred will be determined up front through the Vice President of Finance and Administration and Executive Director of Foundation’s discussions.”

“The Foundation shall establish a financial plan to underwrite the cost of Foundation programs, operations, and services, which shall be approved by the College President. Upon recommendation by the Foundation Board and approval of the College President, the Foundation may use annual unrestricted funds to fund annual operating expenses. Any expenditures of unrestricted funds, must meet the purpose of fulfilling the Foundation’s strategic plan, which aligns with the College’s strategic plan, and increases the net financial support of the College.”

Jennifer Hricik, Executive Director of the Foundation, expressed disagreement with excluding original MOU language explicitly stating that annual unrestricted funds may be used to enhance compensation to attract or retain employees because of concerns expressed by Foundation Board members. There was discussion that labor expenses are included in annual operating expenses.

Further on in the “Operating Expenses and College Distributions” section, the statement “The ultimate approval of the Foundation operating budget resides with the College President” will be kept on page 4.

### **Staffing**

The first paragraph of this subsection will read as follows:

“In connection with the Foundation’s activities, the College will employ personnel on behalf of the Foundation as ultimately determined by the College President.”

In closing, Trustee Chair Oblinger again recognized the accomplishments of the committee members and staff throughout the process, emphasized the importance of continued relationship building and gratitude for the work and dedication of Foundation Board members. Pat Warner, Foundation Board First Vice Chair, expressed concerns on behalf of the Foundation Board regarding the tone of these discussions which focused on the need to control the Foundation without acknowledging its overall value and its interest in having input in decisions that directly impact Foundation work. Warner questioned what the Foundation has done to give the Trustees and the President cause for concern.

**REVIEW OF FOLLOW-UP REQUESTS**—The meeting minutes and updated version of the MOU will be shared with committee members, in advance of Foundation Board review at the meeting on December 13, 2023.

**ADJOURNMENT**—The meeting adjourned at 11:19 a.m.

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