Meeting Agenda
Monday, September 18, 2017
at NMC Oleson Center, 1881 College Drive

5:30 p.m. Regular Meeting

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

II. REPORTS (Most reports are also provided to the Board in their materials packet, which can be accessed on the nmc.edu Board of Trustees website.)
   E. Merchant Marine Medal for Outstanding Achievement to Capt. Phillips—Jerry Achenbach, Superintendent of the GLMA and Mr. Floyd Miras, MARAD Director – Great Lakes Gateway
   F. Faculty Report – Cruise on the State of Michigan—Mike Surgalski, GLMA Instructor
   G. HLC Update – Category 6: Quality Overview—Joy Evans, Executive Director of Research, Planning and Effectiveness
   H. Enrollment Report—Todd Neibauer, Vice President for Student Services & Technologies
   I. Scholarship and Financial Aid Report—Todd Neibauer, Vice President for Student Services & Technologies
   J. Financial Report—Vicki Cook, Vice President of Finance and Administration
   K. Foundation Report—Rebecca Teahen, Executive Director for Resource Development and Foundation
   L. Policy Committee—Ross Childs, Committee Chair
   M. Legislative Issues Report—MCCA Report

III. PUBLIC INPUT
    Request forms for public input are available at the meeting location. Any individual of the public may speak for up to three (3) minutes. The Board will not receive public input from individuals unless they are present at the meeting. The Board will take public remarks into consideration, but will not comment at time of input.
IV. UPLOADS

N. Board Chair Update—Kennard Weaver, Chair

V. DISCUSSION ITEMS

O. FY 2019 Five-Year Capital Outlay Plan—Vicki Cook, Vice President of Finance and Administration

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:

P. Minutes of the August 28, 2017, regular meeting

VII. ACTION ITEMS

Q. Board Policies (Pursuant to Policy A-106.00 Other)

Recommend approval of Board Policy Committee recommendation for no changes after review of the following Board Policies on a first-reading basis:

- Policy C-101.00 Vision
- Policy D-100.00 Learning Outcomes
- Policy D-200.00 Enrichment
- Policy D-202.00 Public School Academies

R. Board Policy Language (Pursuant to Policy A-106.00 Other)

Recommend that board policies be written prospectively as appropriate per policy as recommended by the Board Policy Committee.

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

Recommendation to adopt presented Local Strategic Value Resolution certifying that Northwestern Michigan College has met 4 of 5 best practices in each category as defined in Section 230 of Michigan Public Act 108 of 2017.

T. Tart Trail Preliminary Easement Agreement (Pursuant to Policy A-106.00 Facilities)

Recommend authorization for administration to enter into a preliminary agreement with the City of Traverse City to negotiate an easement to complete the Tart Trail West Boardman Lake Loop crossing NMC property on the University Center Campus.
U. **GLMA Engine Room Simulator Purchase** (Pursuant to Policy A-106.00 Finance)
   Recommend authorization for administration to enter into a contract with Kongsberg for
   the purchase of an engine room simulator at an initial cost of $135,000 and an ongoing
   annual cost of $13,500, to be funded from the GLMA Heritage Act Fund.

V. **Aviation Simulator Upgrade** (Pursuant to Policy A-106.00 Finance)
   Recommend authorization for administration to purchase a complete upgrade and
   overhaul package for FRASCA advanced aviation training device (AATD) Cessna172 s/n
   5985 from FRASCA International, Inc., for a total purchase price of $208,000, to be
   funded through the Aviation Capital Fund.

W. **Aviation Resolution of Appreciation** (Pursuant to Policy A-106.00 Other)
   Recommend adoption of resolution of appreciation for the Aviation 50th Anniversary.

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.*

- October 23, 2017 - Oleson Center Room A/B, 1881 College Drive
- November 20, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)
- December 18, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)
- January 22, 2018 - Oleson Center Room A/B, 1881 College Drive
- February 26, 2018 - Oleson Center Room A/B, 1881 College Drive
- March 19, 2018 - NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street (3rd Monday)
- April 23, 2018 - Oleson Center Room A/B, 1881 College Drive
- May 21, 2018 - Great Lakes Campus, Room 112, 715 E. Front Street (3rd Monday)
- June 25, 2018 - Great Lakes Campus, Room 112, 715 E. Front Street
February 14, 2017

Mr. Joel Szabat, Acting Administrator  
U. S. Department of Transportation  
Maritime Administration  
West Building  
1200 New Jersey Ave, SE  
Washington, DC 20590

Dear Administrator Szabat:

On behalf of the Board of Trustees for Northwestern Michigan College (NMC), I would like to strongly support the nomination of Great Lakes Maritime Academy instructors Captain Mark Phillips and Captain Michael Horn for the Merchant Marine Medal for Outstanding Achievement. The Great Lakes Maritime Academy (GLMA) is a division of Northwestern Michigan College, a community college which is located in Traverse City, Michigan. The NMC Board of Trustees are elected by the residents of Grand Traverse County.

I and several other Board members have observed GLMA cadets on the bridge of the training ship State of Michigan on multiple occasions. Their attitude, expertise, and drive to succeed as merchant marine officers and first class pilots reflect highly upon dedication of all GLMA instructors including Captain Horn and Captain Phillips.

Each captain represents the best qualities of the U.S. Merchant Marine. Specifically, each has had a long and distinguished career as ship’s officers, has served as a master of large tonnage vessels, and is a Great Lakes pilot. It is my understanding that Captain Phillips may have been the first GLMA graduate to earn a master’s license valid for ocean going vessels, and that Captain Horn’s father was among the first members of the Academy’s Board of Visitors. Most importantly, Captain Phillips and Captain Horn continuously give back to the community and the maritime industry through their dedication to serving as GLMA faculty.

In recognition of their distinguished careers, each of which has spanned greater than 40 years, and their dedication to the development of the next generation of U.S. Merchant Marine officers we respectfully request you approve their nomination for the Merchant Marine Medal for Outstanding Achievement.

Sincerely,  

Kennard R. Weaver, Chair

Board of Trustees: Kennard R. Weaver, Chair | Chris M. Bott, Vice Chair | Rachel Johnson, Secretary  
Douglas S. Bishop, Treasurer | K. Ross Childs | Marilyn Gordon Dresser | Michael Estes
Higher Learning Commission (HLC): 2017 Systems Portfolio

Board of Trustees Meeting
September 18, 2017
Systems Portfolio Work Timeline

November - April

- Work groups created Systems Portfolio drafts

May - July

- Work groups continue refining System Portfolio drafts
- Gather feedback across the college on System Portfolio drafts
- Build Evidence File components

August - September

- Draft Systems Portfolio document/Evidence File submitted to campus constituencies for feedback
- Draft Systems Portfolio document/Evidence File revision

October

- Final review of Draft Systems Portfolio/Evidence file
- October 30, submit Systems Portfolio/Evidence file to HLC (Due Nov. 6)
Systems Portfolio Categories

Category 1: Helping Students Learn

Category 2: Meeting Student and Other Key Stakeholder Needs

Category 3: Valuing Employees

Category 4: Planning and Leading

Category 5: Knowledge Management and Resource Stewardship

Category 6: Quality Overview
Category 6: Quality Overview

6.1: Quality Improvement Initiatives

6.2: Culture of Quality
6.1: Quality Improvement Initiatives

- Select, deploy, and evaluate our Continuous Quality Improvement (CQI) initiatives
- Align our Systems Portfolio, Action Projects, and Comprehensive Quality Review
The process for selecting, deploying, and evaluating quality improvement efforts follows these steps:

- Grasp the Situation
- Plan
- Do
- Check
- Adjust
Portfolio Example

Identify themes, gaps, possibilities

- Environmental Scans
- Listening to Learners, Community, Employees
- Portfolio Assessments, Comprehensive Quality Reviews
- End of year reviews - all levels (Individual, Department, Program Organization)
- IE Criteria, Strategic Plan metrics
### Portfolio Example

<table>
<thead>
<tr>
<th><strong>CQI Activity</strong></th>
<th><strong>Who Selects</strong></th>
<th><strong>Who Deploys</strong></th>
<th><strong>Evaluation Process</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal</strong></td>
<td>Executive Team with input from departments and Board of Trustees</td>
<td>Varies: could be department or cross-functional team</td>
<td>Outcome measures identified on strategic plan. Tracked and documented on ORPE website and through reports to Board of Trustees.</td>
</tr>
</tbody>
</table>
| **Department or Program-level improvement** | Department members.  
May require support or approval from executive leader. | Department members | Department establishes outcome measures before beginning, tracks progress; documents outcomes and lessons learned on A3. |
| **Action projects**         | President’s Council (PC) 
(Selected from Systems Appraisal opportunities, Strategy Forum, or strategic plan) | Cross-functional team | Outcome measures identified on Team Charter. Reported to campus community, the Board of Trustees, and to the HLC. |
| **CQIN**                    | PC determines which CQIN Conferences to attend; selects team members based on content. | Team | Team debrief. |
| **Strategy Forum**          | Team (President, BoT rep, campus leaders, content reps)                          | Team | Team debrief |
6.2: Culture of Quality

- Ensure a culture of quality
- Provide infrastructure and resource support
- Ensure CQI is making an evident and widely understood impact
- Ensure we learn from our experiences
Portfolio Example

Documenting our learning

<table>
<thead>
<tr>
<th>Activity</th>
<th>Rating</th>
<th>Key Results/Issues/Lessons Learned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**Suggested Rating Scale:**

- 🍀 = Met or exceeded
- 🍊 = Somewhat off-track, some challenges encountered.
- 🍎 = Did not meet target, significant challenge.
To: Timothy J. Nelson, President  
Todd Neibauer, VP for Student Services & Technologies  
From: Pamela Palermo, Associate Dean of Enrollment Services  
Date: September 8, 2017  
Subject: Enrollment Services Update –Fall Semester 2017, Spring 2018

**Fall 2017**

NMC’s fall 2017 total enrollment was 3,956 students. Although our student head count is down 5.2%, contact hours dropped by only 3.8%. This was due to a slight increase (1.4%) in the average number of contact hours taken by each student. There were declines of 133 in the number of continuing students and 115 in admits registered over last year.

The full Count Day Report is included with the board packet. It includes reports from the dashboard on enrollment broken down by demographics and by academic program as well a print out of community college enrollment from MACRAO (Michigan Association of Collegiate Registrars and Admissions Officers).

MACRAO produces a weekly report including enrollment data from each of the 28 public Community Colleges (CCs) in Michigan by semester. It is important to note that enrollment at community colleges is countercyclical to employment, meaning when unemployment increases enrollment at CCs is also increased. With the continued decrease in unemployment nationally and in Michigan since the peak in 2010, enrollment at community colleges has also continued to decrease. A comparison of NMC’s enrollment to other Michigan CCs gives context for reviewing details of the fall 2017 enrollment. As measured by credit hours, there were 21 CCs with a decline in enrollment and 11 with declines equal to or greater than NMC.

**Statistics**  

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Students Registered</td>
<td>1803</td>
<td>1688</td>
<td>1769</td>
<td>1654</td>
</tr>
<tr>
<td>Prior Admits Registered</td>
<td>19</td>
<td>20</td>
<td>24</td>
<td>43</td>
</tr>
<tr>
<td>Retained from Spring</td>
<td>2351</td>
<td>2250</td>
<td>2100</td>
<td>1967</td>
</tr>
<tr>
<td>Re-Admitted Students</td>
<td>366</td>
<td>310</td>
<td>274</td>
<td>288</td>
</tr>
<tr>
<td>Average Contact Hours</td>
<td>10.73</td>
<td>10.74</td>
<td>10.55</td>
<td>10.70</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>4542</td>
<td>4268</td>
<td>4167</td>
<td>3952</td>
</tr>
<tr>
<td>Total Contact Hours</td>
<td>48,721</td>
<td>45,821</td>
<td>43,956</td>
<td>42,298</td>
</tr>
<tr>
<td>Tuition</td>
<td>7,398,243</td>
<td>7,373,844</td>
<td>7,657,114</td>
<td>7,569,340</td>
</tr>
</tbody>
</table>
**Fall 2017 Housing**

Good progress was made towards budgeted goals for housing. Move in day was August 25th and many volunteers helped with all the activities that occurred during Welcome Weekend. Residence Life currently has 342 residents for Fall 2017 housing. With 378 available beds, this total would represent 91% occupancy overall as of count day, September 6, 2017.

<table>
<thead>
<tr>
<th>Building</th>
<th>Residents</th>
<th>Capacity</th>
<th>Occupancy Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Hall</td>
<td>118</td>
<td>136</td>
<td>87%</td>
</tr>
<tr>
<td>East Hall</td>
<td>224</td>
<td>242</td>
<td>93%</td>
</tr>
<tr>
<td>Totals</td>
<td>342</td>
<td>378</td>
<td>91%</td>
</tr>
</tbody>
</table>

**Spring 2018**


**Fall 2018**

NMC recruiters have started their high school visits and are scheduled for College Nights throughout the state. In addition there will be 5 Regional Financial Aid Night events in each of the service area counties over the next month. In addition, Enrollment Services staff are preparing for FAFSA (Free Application for Federal Student Aid) workshops in all high schools in our service area. If we can help students to (1) apply for college (2) complete the FAFSA and (3) apply for scholarships there is a better chance that the students will attend college.
Enrollment for Fall 2017

Following are the reports included:

- **Academic Enrollment Report** ... Summary for the past six years

Registration

- **Report Day Status** ... Executive summary which includes inquiries, applications, financial aid, headcount, credit hours, contact/billing hours, and assessed tuition and fees
- **Credit Hours** ... Generated by departments
- **Contact Hours** ... Generated by departments
- **Student Demographics** ... Comparison of students registered by residency, financial need, age range, credit load, ethnicity, gender, student type, and count of residence
- **Program Analysis** ... Contact hours of students enrolled in specific programs
- **Projections Report** ... For upcoming semester

Admission and Recruiting Information

- **Applicant Demographics** ... New applicants showing residency, financial need, age range, ethnicity, gender, and student type
- **Admission Application Sources**
- **Prospect Demographics** ... by gender, age range, and county
- **Prospect Statistics** ... by program of study
- **Prospect Statistics** by High School

State Comparisons and Reports

- **Enrollment Comparisons at Michigan Community Colleges**
- **MACRAO Reports and Surveys**
MEMO
Enrollment Services – Financial Aid

TO: Timothy J. Nelson, President
    Todd Neibauer, Vice President for Student Services & Technologies
FROM: Katie Malone, Financial Aid Specialist
       Pam Palermo, Associate Dean of Enrollment Services
DATE: September 8, 2017
SUBJECT: NMC Scholarship and Financial Aid Report for Fiscal Year 2016

Northwestern Michigan College Financial Aid Opportunities
Northwestern Michigan College (NMC) Student Financial Services provides students, and families, with a variety of opportunities to learn about the availability of federal and institutional financial aid. From regional financial aid presentations at High Schools, scholarship and FAFSA (Free Application for Federal Student Aid) work shops in our service area, to individualized assistance in our office, we strive to promote college affordability and payment options to students. We encourage students and families to actively engage in their financial aid process.

![NMC Financial Assistance Offered](image)

Financial Assistance
Northwestern Michigan College’s Financial Aid includes funding from federal, state, institutional and other outside resources. Of the $39,321,352 in financial assistance offered to students in 2016-2017:

- $35,289,391 or 89.7% was from the Title IV Federal Student Aid programs. This includes the Federal Pell Grant, Federal Supplemental Educational Opportunity Grant (FSEOG), Federal Direct Student and Parent Loans, and Federal Work-Study funds.
• $1,309,962 or 3.3% was from the State of Michigan. The Tuition Incentive Program (TIP), Michigan Competitive Scholarships, and the Children of Veterans Tuition Grant (CVTG) are the State funds received by NMC students.
• $1,839,874 or 4.7% came from external sources including scholarships and alternative loans.
• $882,126 or 2.2% was from NMC scholarships.

Key Definitions:

Unduplicated Headcount for financial aid recipients is the actual number of individual students receiving a scholarship or some form of financial aid assistance. Students may be receiving one or more scholarships or types of financial aid assistance, but they are counted only once. (A1, B1, C1)

Unduplicated Headcount for the year is the actual number of individual students enrolled for the year. Students may be enrolled in one or more classes, but they are counted only once.

Percentages are based off the total number of unduplicated students for the year.*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5686*</td>
<td>5345*</td>
<td>5113*</td>
</tr>
</tbody>
</table>

NMC Foundation Scholarships

Utilizing a scholarship software program, Academic Works, NMC has been able to more effectively promote scholarships, both institutional and external, to students. The Financial Aid Specialist works closely with Academic Areas to ensure the awarding of their scholarship funds to eligible students throughout the year.

The following chart represents the amount of funds expended for the past 3 years. The decrease in 2015-2016 was due to budgeting for the Tuition Differential Scholarship and students no longer met the criteria to be awarded (they graduated, changed their program, stopped attending).

In 2016-2017 there was an increase in available funds for the Global Opportunity scholarship. Unfortunately, we were not able to spend more than 50% of the funds as there were not enough opportunities or students to fully utilize those scholarship funds.
Correction: In previous scholarship memos, we had included the Michigan Board of Nursing Scholarship in as an Institutional Award. It is an external award and is correctly captured under the external scholarship awards.

<table>
<thead>
<tr>
<th>Scholarship Expenditures 2016-2017</th>
<th>Available Funds</th>
<th>Amount Paid</th>
<th>% of Funds Disbursed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,187,051.00</td>
<td>$882,126.17</td>
<td>74.31%</td>
</tr>
<tr>
<td>Scholarship Expenditures 2015-2016</td>
<td>$1,098,219.00</td>
<td>$892,540.76</td>
<td>81.27%</td>
</tr>
<tr>
<td>Scholarship Expenditures 2014-2015</td>
<td>$1,151,964.06</td>
<td>$987,648.28</td>
<td>85.74%</td>
</tr>
</tbody>
</table>

While NMC has awarding control over donor/institutional scholarships, not all “available” funds are able to be awarded or disbursed throughout the award year. The majority of scholarships are awarded for the entire year with the award being split – 50% to fall and 50% to spring. The Financial Aid Office saves approximately 5% of the scholarship funds to assist with student needs for the summer semester.

There are a variety of reasons why all funds are not expended. Some examples include:
- Student was awarded for the fall and spring semester. Fall funds were disbursed. The student did not return for the spring semester. The scholarship can not be reallocated as the remaining amount is less than the minimum amount able to be awarded.
- Certain donor requirements are restrictive which limits the pool of eligible students for a particular award. Due to certain restrictions it is possible that there may not be any students eligible for the award.
- Students do not complete the scholarship application required by the donor or academic area.
- Certain funds such as the Commitment require calculations dependent on a student’s enrollment status. Sufficient funds are available to award each semester as necessary. What is not awarded is rolled forward to the next award year.
- Award criteria requires a student to be full time and the student enrolls only half-time, or they did not do well academically. They are no longer eligible for that scholarship.
- Students did not return the required Thank You Letter for the donor and after approximately 45 days the funds were pulled and attempted to be reallocated to another student.

**External Scholarships**

These are scholarships that students received outside of NMC. They may include community organizations such as the Moose Lodge, their church, or their local high school. They may also include the Indian Tuition Waivers such as those from the Grand Traverse Band, Little Traverse Bay Bands of Odawa Indians, Little River Band of Ottawa Indians, and Pokagon Band of Potawatomi Indians. They might come from large companies such as Burger King, Walmart, Pepsi-Cola, or Blue Cross. Students search and apply for these scholarships outside of NMC. Our scholarship system, Academic Works provides an external tab that provides information about external scholarships for students.
2016-2017

To be eligible for NMC scholarships, students must complete a General Application. Students may access the scholarship searchable database at nmc.edu/scholarships. In addition, students have a link in their NMC Self-Service portal under the financial aid tab; there is a bullet - Apply for NMC Scholarships.

Once the student has completed the General Application they will automatically be matched to general NMC donor scholarship opportunities for which they may be eligible. The scholarship opportunities automatically match students based on the information in their student file and to the scholarship criteria built into the system to insure they are a match. Some examples of information the system matches to are: program of study, NMC GPA, High School GPA, Credits hours earned, Residency, etc. Any scholarships that require additional action from the student (i.e. additional question to answer or essay to write) will be listed on the recommended page. Students will not be considered for those additional scholarships until those action items have a response.

The Academic Works scholarship portal includes an External tab that lists scholarships available through different community groups and organizations but are not associated with NMC. Each external scholarship option provides the student with contact and application information.

The chart below shows how many students have submitted an application and are being reviewed for scholarships at NMC along with how many students have started the application, but did not complete it for some reason. Although we communicate the scholarship process and portal to all students and encourage them to apply, only between 19 and 25% of our student population is applying for NMC scholarship funds.

<table>
<thead>
<tr>
<th>Scholarship Applications 2016-2017</th>
<th>Submitted</th>
<th>Drafted</th>
<th>% of students that applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1123</td>
<td>203</td>
<td>21.96%</td>
<td></td>
</tr>
<tr>
<td>Scholarship Applications 2015-2016</td>
<td>Submitted</td>
<td>Drafted</td>
<td>% of students that applied</td>
</tr>
<tr>
<td>1278</td>
<td>222</td>
<td>23.91%</td>
<td></td>
</tr>
<tr>
<td>Scholarship Applications 2014-2015</td>
<td>Submitted</td>
<td>Drafted</td>
<td>% of students that applied</td>
</tr>
<tr>
<td>1084</td>
<td>192</td>
<td>19.06%</td>
<td></td>
</tr>
</tbody>
</table>

**SUMMARY**

The Financial Aid Office continues to work with Resource Development to better promote and award NMC scholarships. While the processes are very fluid, the Financial Aid Office works diligently to reallocate funds to ensure that the donor funds are spent to assist NMC students.
To: Timothy J. Nelson, President  
From: Vicki Cook, VP Finance and Administration  
Date: September 18, 2017  
Subject: Summary Report for the General Fund as of August 31, 2017

The attached reports summarize the financial results for the General Fund as of August 31, 2017; the second month of the new fiscal year. The first month represents 16.7% 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. A detailed projection of year end results is included.

The general fund ended the month with an excess of revenue over expenses in the amount of $984,554. Revenue decreased 4% when comparing August 2017 to August 2016 due to decreases in tuition and workshops/training revenue as well as timing of property tax payments. Expenses decreased by 8% when comparing August 2017 to August 2016.

Revenue (letters refer to the attached General Fund summary)
A. Tuition and Fees revenue: Tuition and fees represent a 7% decrease from those of August 2016. The decrease is reflective of decreased summer tuition/fees activities in Great Lakes Maritime Academy. GLMA cruise fees increased over July 2016. For Fall 2017, the budget was set at 41,922 billing hours for budgeted revenue of $7,446,742. Actual billing hours are at 42,109 for total tuition revenue of $7,578,619. This is an increase of $131,877. The actual fall revenue will change based on drop and adds in September. We project revenue for fall to be at budget after drop and adds are complete.
B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% over the previous fiscal year.
C. State Sources began in October with receipt of the first state aid payment.
D. Federal Sources consist primarily of the MARAD grants which is not expected to be received until Spring semester.
E. Actual year-to-date investment income recorded for fiscal year 2017 reflects interest income only.
F. Both Private Sources and Other Sources are timing and event dependent.
**Expenses**

G. Salary and benefit changes correspond with budgeted amounts.

H. All other expenses are under budget at this time with the exception of Professional Development which are timing related.

I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars, BBQ funds, Maritime and Culinary Capital fund.
Northwestern Michigan College
Unaudited

*Summary Report for General Fund Accounts*

**Fiscal Year 2018, Period 02**

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

<table>
<thead>
<tr>
<th>Funds</th>
<th>Accounts</th>
<th>2017-2018 Adjusted Budget</th>
<th>YTD Activity</th>
<th>% of Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>50</strong> Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>23,525,198</td>
<td>3,691,798</td>
<td>15.69%</td>
<td>A</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>10,330,768</td>
<td>1,444,469</td>
<td>13.98%</td>
<td>B</td>
</tr>
<tr>
<td>Other Local</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Local Sources</td>
<td>33,855,966</td>
<td>5,136,267</td>
<td>15.17%</td>
<td>C</td>
</tr>
<tr>
<td>State Sources</td>
<td>9,439,223</td>
<td>0</td>
<td>0.00%</td>
<td>D</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>524,000</td>
<td>0</td>
<td>0.00%</td>
<td>F</td>
</tr>
<tr>
<td>Private Sources</td>
<td>484,000</td>
<td>0</td>
<td>0.00%</td>
<td>F</td>
</tr>
<tr>
<td>Investment Income</td>
<td>274,000</td>
<td>46,448</td>
<td>16.95%</td>
<td>E</td>
</tr>
<tr>
<td>Other Sources</td>
<td>489,270</td>
<td>71,969</td>
<td>14.71%</td>
<td>F</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>45,066,459</td>
<td>5,254,684</td>
<td>11.66%</td>
<td></td>
</tr>
<tr>
<td><strong>60</strong> Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>21,682,214</td>
<td>1,974,167</td>
<td>9.11%</td>
<td>G</td>
</tr>
<tr>
<td>Benefits</td>
<td>9,307,364</td>
<td>1,006,136</td>
<td>10.81%</td>
<td>G</td>
</tr>
<tr>
<td><strong>Total Labor</strong></td>
<td>30,989,578</td>
<td>2,980,303</td>
<td>9.62%</td>
<td></td>
</tr>
<tr>
<td><strong>70</strong> Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Services</td>
<td>2,458,218</td>
<td>376,221</td>
<td>15.30%</td>
<td>H</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>3,070,711</td>
<td>264,216</td>
<td>8.60%</td>
<td>H</td>
</tr>
<tr>
<td>Internal Services</td>
<td>91,525</td>
<td>3,625</td>
<td>3.96%</td>
<td>H</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1,704,003</td>
<td>159,816</td>
<td>9.38%</td>
<td>H</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>1,771,357</td>
<td>153,847</td>
<td>8.69%</td>
<td>H</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>1,584,172</td>
<td>231,542</td>
<td>14.62%</td>
<td>H</td>
</tr>
<tr>
<td>Prof Develop, Travel &amp; Events</td>
<td>636,373</td>
<td>112,215</td>
<td>17.63%</td>
<td>H</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>265,570</td>
<td>-4,514</td>
<td>-1.70%</td>
<td>I</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>11,581,929</td>
<td>1,296,970</td>
<td>11.20%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>42,571,507</td>
<td>4,277,272</td>
<td>10.05%</td>
<td></td>
</tr>
<tr>
<td><strong>80</strong> Transfers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>2,463,782</td>
<td>-6,845</td>
<td>-0.28%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td><strong>2,463,782</strong></td>
<td><strong>-6,845</strong></td>
<td><strong>-0.28%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures and Transfers</strong></td>
<td>45,035,289</td>
<td>4,270,427</td>
<td>9.48%</td>
<td></td>
</tr>
</tbody>
</table>

*Net Revenues over (under) Expenditures*

31,170 984,257
Month end reports are interim and not a reflection of final year end results.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Yr. To Date</th>
<th>Yr. To Date</th>
<th>Month of</th>
<th>Month of</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31-Aug-17</td>
<td>31-Jul-17</td>
<td>31-Aug-17</td>
<td>31-Jul-17</td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>3,691,798</td>
<td>2,777,493</td>
<td>914,305</td>
<td>2,777,493</td>
<td>July higher for fall general fees and course fees. Also July had 4 weeks of</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>summer tuition; August had 1 week of summer &amp; 1 week of fall tuition</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>1,444,469</td>
<td>138,412</td>
<td>1,306,057</td>
<td>138,412</td>
<td>Timing of fall tax collections</td>
</tr>
<tr>
<td>State Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Private Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Investment Income</td>
<td>46,448</td>
<td>23,145</td>
<td>23,303</td>
<td>23,145</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Other Sources</td>
<td>71,969</td>
<td>26,740</td>
<td>45,229</td>
<td>26,740</td>
<td>Collection of revenues for water studies services and timing of parking fee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>payments from City of TC in August</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>5,254,684</td>
<td>2,965,790</td>
<td>2,288,894</td>
<td>2,965,790</td>
<td></td>
</tr>
</tbody>
</table>

| Expenses              |             |             |          |          |                                                                             |
|                       |             |             |          |          |                                                                             |
| Salaries and Wages    | 1,974,167   | 560,648     | 1,413,519| 560,648  | Faculty salary payments began for fall.                                    |
| Benefits              | 1,006,136   | 393,959     | 612,177  | 393,959  | Taxes and retirement related to fall wages                                 |
| Purchased Services    | 376,221     | 144,504     | 231,717  | 144,504  | Timing of DK Security invoices & food service for 2nd GLMA cruise.          |
| Supplies & Material   | 264,216     | 115,131     | 149,085  | 115,131  | Timing of general supplies, electronic resources, software purchases, and   |
|                       |             |             |          |          | subscriptions; partially offset by timing of fuel & postage               |
| Internal Services     | 3,625       | 697         | 2,928    | 697      | Increase in internal training services & bookstore charges                 |
| Other Expenses        | 159,816     | 57,461      | 102,355  | 57,461   | Annual airport access fees; August higher for tuition waivers, timing of   |
|                       |             |             |          |          | recruiting expenses and business events/travel.                           |
| Institutional Expenses| 153,847     | 42,119      | 111,728  | 42,119   | Timing of utility payments                                                |
| Maintenance & Renovation| 231,542| 112,231     | 119,311  | 112,231  | Timing of contract payments for software/maintenance services              |
| Prof Develp, Travel, & Events | 112,215 | 60,447     | 51,768   | 60,447   | Timing of professional development & travel                               |
| Capital Outlay        | (4,811)     | -           | (4,811)  | -        | Doodle Scrub for facilities cleaning supplies; dough sheeter for culinary; |
|                       |             |             |          |          | reversal of accrual of auto tech invoice from FY17.                       |
| Total Expenditures    | 4,276,975   | 1,487,197   | 2,789,778| 1,487,197|                                                                             |

| Transfers             | (6,845)     | -           | (6,845)  | -        | Grant usage                                                               |
| Net Revenues over/(under) | 984,554 | 1,478,593   | (494,039)| 1,478,593|                                                                             |
### Northwestern Michigan College

Comparative Statement

August 2017 to August 2016

General Fund Activity Only

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Yr. To Date</th>
<th>Yr. To Date</th>
<th>INCRE/DECRE.</th>
<th>Percentage Difference</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>3,691,798</td>
<td>3,951,335</td>
<td>(259,537)</td>
<td>-7%</td>
<td>FY18 lower in summer/fall tuition and workshops/training revenue</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>1,444,469</td>
<td>1,454,919</td>
<td>(10,450)</td>
<td>-1%</td>
<td>Timing of property tax payments</td>
</tr>
<tr>
<td>State Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Private Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Investment Income</td>
<td>46,448</td>
<td>47,242</td>
<td>(794)</td>
<td>-2%</td>
<td></td>
</tr>
<tr>
<td>Other Sources</td>
<td>71,969</td>
<td>47,362</td>
<td>24,607</td>
<td>52%</td>
<td>August ’17 higher for water studies, culinary services, and aviation drone training; timing of parking fee payments from City of TC</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>5,254,684</strong></td>
<td><strong>5,500,857</strong></td>
<td><strong>(246,174)</strong></td>
<td><strong>-4%</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>1,974,167</td>
<td>2,073,953</td>
<td>(99,786)</td>
<td>-5%</td>
<td>Adjunct, professional, administrative, and supplemental wages and vacation payouts less in August 2017</td>
</tr>
<tr>
<td>Benefits</td>
<td>1,006,136</td>
<td>1,146,909</td>
<td>(140,773)</td>
<td>-12%</td>
<td>Timing of Health Savings payment, benefit costs correspond with budgeted salary costs.</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>376,221</td>
<td>337,661</td>
<td>38,560</td>
<td>11%</td>
<td>Timing of contractual payments for EMSI, EPS, Sodexo and library services contract</td>
</tr>
<tr>
<td>Supplies &amp; Material</td>
<td>264,216</td>
<td>326,079</td>
<td>(61,863)</td>
<td>-19%</td>
<td>Tech license fees and furniture/equipment expenses incurred in 2016.</td>
</tr>
<tr>
<td>Internal Services</td>
<td>3,625</td>
<td>6,209</td>
<td>(2,584)</td>
<td>-42%</td>
<td>Less in August 2017 for events</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>159,816</td>
<td>183,457</td>
<td>(23,641)</td>
<td>-13%</td>
<td>Timing of Enterprise contract payments, more aviation maintenance fees in 2016, savings in charge card fees in 2017</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>153,847</td>
<td>155,334</td>
<td>(1,487)</td>
<td>-1%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>231,542</td>
<td>230,970</td>
<td>572</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Pro. Develop, Travel &amp; Events</td>
<td>112,215</td>
<td>111,463</td>
<td>752</td>
<td>1%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>(4,811)</td>
<td>74,119</td>
<td>(78,930)</td>
<td>-106%</td>
<td>Timing of COAT purchases</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>4,276,975</strong></td>
<td><strong>4,646,154</strong></td>
<td><strong>(369,180)</strong></td>
<td><strong>-8%</strong></td>
<td></td>
</tr>
</tbody>
</table>

| Transfers           | (6,845)     | (55,250)    | 48,405        | Loan fund transfers and grant indirect revenue                           |
| Net Revenues over/(under) | **984,554** | **909,954** | **74,600**    | Month end reports are interim and not a reflection of final year end results. |

Month end reports are interim and not a reflection of final year end results.
### Northwestern Michigan College
Summary by Program
August 2017
General Fund Activity Only

#### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Percent of Total</th>
<th>2017-18</th>
<th>Yr. To Date</th>
<th>Percent of Total Spent</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>52%</td>
<td>23,525,198</td>
<td>3,691,798</td>
<td>32%</td>
<td>Produce educational change in a learner or group of learners; includes both credit and non-credit offerings</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>23%</td>
<td>10,330,768</td>
<td>1,444,469</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>21%</td>
<td>9,439,223</td>
<td>-</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Federal Sources</td>
<td>1%</td>
<td>524,000</td>
<td>-</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>1%</td>
<td>484,000</td>
<td>-</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>1%</td>
<td>274,000</td>
<td>46,448</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>Other Sources</td>
<td>1%</td>
<td>489,270</td>
<td>71,969</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>100%</td>
<td>45,066,459</td>
<td>5,254,684</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent of Total</th>
<th>2017-18</th>
<th>Yr. To Date</th>
<th>Percent of Total Spent</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>30%</td>
<td>12,972,246</td>
<td>1,362,854</td>
<td>32%</td>
<td>Produce educational change in a learner or group of learners; includes both credit and non-credit offerings</td>
</tr>
<tr>
<td>Information Technology</td>
<td>7%</td>
<td>3,035,249</td>
<td>416,004</td>
<td>10%</td>
<td>Provide technology to benefit instructional activities and the institution as a whole</td>
</tr>
<tr>
<td>Public Service</td>
<td>1%</td>
<td>232,562</td>
<td>21,741</td>
<td>1%</td>
<td>Provide public with unique resources and respond to community needs or solve community problem</td>
</tr>
<tr>
<td>Instructional Support</td>
<td>17%</td>
<td>7,160,585</td>
<td>802,501</td>
<td>19%</td>
<td>Support instructional programs</td>
</tr>
<tr>
<td>Student Services</td>
<td>13%</td>
<td>5,330,929</td>
<td>536,086</td>
<td>13%</td>
<td>Contribute to well-being of students and their intellectual, cultural, &amp; social development</td>
</tr>
<tr>
<td>Institutional Administration</td>
<td>21%</td>
<td>9,129,074</td>
<td>675,818</td>
<td>16%</td>
<td>Provide for organizational effectiveness and continuity; day-to-day functioning and long-range viability</td>
</tr>
<tr>
<td>Plant Operations and Maintenance</td>
<td>11%</td>
<td>4,710,863</td>
<td>461,971</td>
<td>11%</td>
<td>Maintain existing facilities, provide utility and safety services, and plan/design future facilities</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>100%</td>
<td>42,571,507</td>
<td>4,276,975</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

#### Transfers

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers</td>
<td>2,463,782</td>
</tr>
<tr>
<td><strong>Net Revenues</strong></td>
<td>31,170</td>
</tr>
</tbody>
</table>

**Month end reports are interim and not a reflection of final year end results.**
MEMO
Resource Development

To: The Board of Trustees and President Timothy J. Nelson
From: Rebecca Teahen, Executive Director for Resource Development
Date: September 13, 2017
Subject: Foundation Update

Fund Raising – a “check” on FY18 goals

- To date, $23,570 has been raised (cash and short-term pledges) for the Annual Fund; our goal is $800,000. To date, 39 donors have supported the annual fund.
- FY18 total dollars raised are as follows:
  - $1,652,116 Total received (including Annual Fund, pledges, and documented planned gift intentions) raised toward goal of $8,000,000
  - + $73,260 Gross event revenue vs goal of $250,000
  - $1,725,376 Total of gifts + events

Foundation Initiatives

- Fundraising goal for FY18 is set at $8,000,000 (50% in planned gifts) including an amazing $800,000 for the annual fund.
- Conversations are underway with prospective funders as we seek support for scholarships, programs, and facilities.
- Campaign leaders and foundation board members attended a volunteer training and milestone celebration.

Meetings and Events for your calendars:

- 50th Anniversary Celebration for Aviation Program – Thursday September 28, 2017 – GT Resort and Spa. Please spread the word with others who may want to be a part of this event.
- Lobdell Scholarship Dinner – September 29, 2017 – Lobdell’s – A Teaching Restaurant
- Foundation Finance & Audit Committee Meeting October 18th 7:30 am at Founders Hall
- Foundation Board Meeting – October 25th 7:00 am at the Hagerty Center
Committee Chair Ross Childs called the meeting to order at 3:08 p.m.

Members Present: Doug Bishop, Ross Childs
Members Absent: Michael Estes
Others Present: Holly Gorton, Stephen Siciliano

The committee reviewed board polices per the NMC Board Policies Review Schedule that included the following:
- C-101.00 Vision
- D-100.00 Learning Outcomes
- D-200.00 Enrichment
- D-202.00 Public School Academies

Doug Bishop made a motion, supported by Ross Childs, that board policies be written prospectively as appropriate per policy. Motion passed with unanimous vote. That recommendation will go to the full Board for action at their September 18, 2017, meeting.

Upon Board approval, administration will be asked to make those amendments to all appropriate Board policies.

There was a brief discussion pertaining to the procedure used for public school academy applications. Vice President Stephen Siciliano explained the procedure follows a well-documented process.

There were no recommended revisions for the list of policies reviewed, other than the prior amendment recommendation action for all appropriate board policies.

Doug Bishop, supported by Ross Childs, recommended no changes to the listed policies reviewed, other than the prior amendment action above applying to all board policies. Motion passed with unanimous vote. The above listed policies reviewed will go to the full Board for approval without changes at their September 18, 2017, meeting.

The committee reviewed the NMC Board Policies Review Schedule and determined that the committee would not meet again until 2018 to review policies scheduled for 2018, unless policy amendments were required before then.

The meeting adjourned at 3:18 p.m.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.
Join us for the 2017 MCCA Fall Trustee Institute to be held at MSU’s Henry Center for Executive Education on November 10, from 8:30am to 3:00pm. Please see the agenda and click here to register. Topics include:

- The New Michigan: Demographic Changes, Labor Market Trends, and Implications for Community Colleges and Talent Development.
- Running Successful Local Ballot Campaigns.
- The Essential Role of the Trustee in Fundraising.
- The Do’s And Don’ts of Effective Legislative Advocacy.

STATE LEGISLATIVE HIGHLIGHTS

Legislature Returns From Recess: Both the House of Representatives and Senate were on recess in August, with regular sessions resuming after Labor Day.

$2B Problem Barreling Toward State Budget: With diversions from the General Fund and potential cuts at the federal level, the Legislature could be forced to make some tough choices with no new revenue sources expected, particularly if the state suffers another economic downturn, according to the Citizens Research Council of Michigan. The report said a number of diversions and losses could be between $2 and $5 billion by 2022, which is 20 to 45% of the current General Fund.

Statewide News/Reports

Voters OK 77% of Property Tax Increase Requests: Voters approved most local property tax increase requests during August’s elections, though they appeared in a more generous mood for municipal services than for schools. An analysis of election results across the state showed 77% of all property tax proposals passed. Leading the way were requests for police, fire and ambulance services, which went 19-0 in those proposals.

FEDERAL LEGISLATIVE HIGHLIGHTS

Federal Budget: The House Budget Committee approved its FY 2018 budget plan and House appropriators passed all 12 of their FY 2018 appropriations bills prior to adjourning for the August recess. The Senate adjourned on August 3, with no action yet on a budget resolution or spending bill for Labor-HHS-Education. September will be a high-pressure month for Congress to pass a budget resolution, raise the debt ceiling, advance tax reform legislation, and wrap up appropriations bills before the end of the federal fiscal year.
President Signs “Forever GI Bill”: President Trump signed an update of the Post-9/11 GI Bill into law after the bipartisan legislation swiftly made it out of both chambers of Congress. The legislation lifts the current 15-year time limit for veterans to use their GI Bill benefits, and among other provisions, expands student aid for members of the National Guard and reservists. The Student Veterans of America has prepared a comprehensive analysis of the bill, which is available on their website. In addition, the Multi-State Collaborative on Military Credit is offering a webinar detailing the changes on September 21 at 2pm EST. Click here to register.

ED Soliciting Public Comment on Existing Regulations for Higher Education Institutions: The US Department of Education is soliciting public comments on which of its regulations could be modified or repealed to reduce inappropriate or unnecessary institutional burdens. Public submissions are due September 20. Institutions interested in submitting comments can use AACC’s DRAFT comments as a starting point.

National News/Reports

CCBA-ACCT FIRST NATIONAL BACCALAUREATE SUMMIT: The Community College Baccalaureate Association (CCBA) and the Association of Community College Trustees (ACCT) will host the first national Baccalaureate Summit, September 24–25, 2017, in Las Vegas, Nevada. The focus will be on learning, networking and planning for these innovative applied degrees offered by community colleges.

See a map with the states that now allow community colleges to confer baccalaureate degrees.

Compare the States: Great resource to compare Michigan with other states along demographic challenges, faculty pay, college enrollment, tuition costs, and more (see The Chronicle of Higher Education’s sortable tables).

MCCAA CENTERS OF EXCELLENCE

MICHIGAN CENTER FOR STUDENT SUCCESS (MCSS)

MCSS Prepares for Fall Events: The MCSS will once again host the annual Student Success Summit on September 28-29 at the Lansing Center for more than 350 college faculty, staff, administrators and other guests. The theme for the 2017 event is Student Success: From Information to Implementation. The Summit will feature presentations by national experts and more than 20 breakout sessions will focus on best practices at Michigan community colleges. Colleges can also participate in the Mi-litary Equivalency Project Credit Mapping Summit on September 26 and the Consortium of Michigan Veterans Educators (CMVE) Annual Conference with a theme of Serving Veterans in the Classroom on September 27.

MCSS Continues to Focus on Transfer Student Success: New data from the National Student Clearinghouse indicates that approximately two in five associate degrees lead to a bachelor’s degree within six years. The MCSS continues to lead statewide efforts to improve transfer student success including a new state-funded initiative to replace the Michigan Transfer Network and build statewide associate to bachelor’s degree transfer pathways, leading the MI-litary Equivalency Project which supports colleges who want to award
academic credit for military experience, and leading the Right Math @ the Right Time initiative which seeks to improve alignment between mathematics courses across colleges and universities in Michigan.

**MCSS Continues to Host Successful Events:** The MCSS hosted over 35 English faculty members for an Accelerated Learning Program (ALP) training on August 10-11, 2017 which was located at Henry Ford College. English faculty were trained by Peter Adams and Susan Garbriel from the Community College of Baltimore County on the teaching reading and writing to students who place in to developmental education courses. In addition, the MCSS hosted a webinar with the Center for Educational Performance and Information (CEPI) on the STARR data reporting. CEPI data on student outcomes are available at [www.mischooldata.org](http://www.mischooldata.org).

**MICHIGAN COLLEGES ONLINE (MCO)**

**Summer Open Educational Resources (OER) Usage and Savings Report:** Each semester the MCO gathers data from colleges on the OER usage on each campus. For the Summer 2017 semester, eleven colleges reported OER usage. This reflects an estimated savings to students of $382,500. Combining this total with both the fall 2016 and winter/spring 2017 reported savings, the total estimated savings to students attending Michigan community colleges is $3,103,500 for the 2016-17 academic year. To review the Summer 2017 report, click [here](#).

**2017 MI OER Summit (September 22, 2017):** The 2017 MI Open Educational Resources (OER) Summit is a gathering of OPEN enthusiasts and those who are interested and eager to learn, network and advocate. This event is hosted by Kellogg Community College and open to institutional leaders, faculty, librarians, instructional designers/technologists and others involved in the use of OER in teaching and learning. For more information and to register online, click [here](#).

**MICHIGAN NEW JOBS TRAINING PROGRAM (MNJTP)**

**MNJTP By The Numbers:** MNJTP is an economic development program which authorizes community colleges to temporarily capture the state income tax withholding associated with newly hired workers to pay for training. Contact Adriana Phelan with any questions.

- 17,922 projected new jobs are being supported by MNJTP agreements.
- There are 157 employers and 21 community colleges participating in the program.

**UPCOMING EVENTS FOR 2017-18 CALENDAR**

Please click [here](#) to see all MCCA events.
This document is intended to provide an overview of the annual Five-Year Capital Outlay Plan provide to the State of Michigan Budget Office. The FY 2019 Five-Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 23, 2017 meeting. The Plan will include the information indicated below:

Overview (Executive Summary)

Section I – Mission Statement

Section II – Instructional Programming

Appendix A Programs of Study (NMC Catalog)
Appendix B Initiatives Impacting Facilities Usage
Appendix C Socioeconomic Benefits

Section III – Staffing and Enrollment

Appendix D Current Enrollment Report Fall 2017
Appendix E Enrollment Patterns by Program Fall 2015 to Fall 2017
Appendix F Faculty/Staff Headcount History
Appendix G Class Size & Projected Class Size Needs - Course Efficiency Report

Section IV – Facility Assessment

Appendix H Summary description of each facility (net to gross ratios)
Appendix I Building and/or Classroom Utilization Rates
Appendix J Functionality of Existing Structures (Space Allocation)
Appendix K Replacement Value - Appraisal of Buildings
Appendix L Map of Parking and Roads
Appendix M Energy Audit Report
Appendix N Land Inventory

Section V – Implementation Plan

Appendix O FCAP Schedule

In addition, NMC will submit the Osterlin Library renovation as the Fiscal Year 2019 Capital Project request for an approximate cost of three million dollars.

Last year’s submission of the Fiscal Year 2018 Five-Year Capital Outlay Plan and Capital Project is available on Northwestern Michigan College’s home page under Budget Transparency.
CALL TO ORDER—Chair Kennard R. Weaver called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present: Douglas S. Bishop, Chris M. Bott, K. Ross Childs, Michael Estes, Rachel A. Johnson, Jane T. McNabb, Kennard R. Weaver

Trustees absent: None
Also present: President Timothy J. Nelson, Mike Baker, Patrick Calhoun, Julie Clark, Vicki Cook, Marguerite Cotto, Joy Evans, Diana Fairbanks, Holly Gorton, Steve Jelinek, Colin Kreh, Mark Liebling, Deirdre Mahoney, Kyle Morrison, Todd Neibauer, Paul Perry, Linda Racine, Stephen Siciliano, Brian Sweeney

REVIEW OF AGENDA—The agenda was accepted as presented on a motion by Michael Estes, seconded by Doug Bishop, with a unanimous vote.

REPORTS
Faculty Report—None presented.

HLC Update – Category 5: Knowledge Management and Resource Stewardship—Joy Evans, Executive Director of Research, Planning and Effectiveness, reviewed Category 5 of the HLC Systems Portfolio, due in November 2017 as a requirement for accreditation every 4 years within the 8-year cycle of NMC’s accreditation Academic Quality Improvement Program (AQIP) Pathway. She reviewed that accreditation cycle process, which includes presentations and feedback on the Systems Portfolio up until it’s submission in November. Evans, along with Linda Racine, reviewed the components of Category 5, provided supporting examples, and addressed questions of the Board.

Board Building and Site Committee Report—Committee Chair Ross Childs reported that the Building and Site Committee had met on August 24, and those minutes were provided in the meeting materials. He shared that the committee had received a presentation from Tart Trails, Inc. and were recommending the alternate 2 trail, and a presentation on the design of the Innovation Center; both of which would be presented to the full Board at this meeting. The Committee was also recommending renovations to the Fine Arts building that were on the action agenda of this meeting.

Tart Trail Update—Julie Clark of Tart Trails, Inc. provided background and an update on the status of the West Boardman Lake Loop of the Tart Trail which would utilize a portion of NMC’s University Center Campus property on Boardman Lake. Two alternates have been approved by MDOT and MDOT Rail, which were presented to the Building and Site Committee who selected alternate 2 as the preferred option. Clark addressed questions pertaining to maintenance and upkeep of the trail, which will be the responsibility of Tart Trail, Inc. without any obligation of the college for maintenance of the trail. She explained that summer of 2019 is the targeted completion date of this project, and thanked NMC staff for their help and great cooperation throughout this process. Clark noted that an easement from the College would be required to complete the portion of the trail crossing NMC property.
21st Century Innovation Center Project Update—Stantec architectural firm representatives Mike Baker, Steve Jelinek, and Patrick Calhoun provided an update presentation on the exterior development of the final schematic design phase of the innovation center and library project. Jelinek explained the process leading up to the final schematic design being presented that was built upon the guiding principles developed from faculty and staff input at the onset of their work. He reviewed the basic interior design and process used to develop the exterior design, which was presented. They also reviewed the project data sheet with cost evaluation and the timeline of the project with occupancy targeted for September 2019. In response to a question, Vice President Vicki Cook shared that NMC is looking into potential alternative energy options for the project.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report, sharing that the past Friday had been a busy student move-in day with an effective system and planned process. He noted that final fall enrollment numbers would be reported at the September meeting following final drops and adds. Neibauer explained there had been some housing cancellations leaving North Hall currently not completely full, but final adjustments were still occurring. East Hall is near full capacity and, in response to a question, the Hawks Nest option is not being used this year.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending July 31, 2017, noting that summer tuition revenue had increased over budget by $35,505; and that fall enrollment numbers and revenue would be reported next month. Cook explained that final adjustments for FY17 were being made and she would have an end of year report next month with the final audit being reported in October.

Strategic Financial Review—President Timothy Nelson presented an overview of the NMC strategic agenda and financial review, noting that a more in-depth discussion would occur at the fall Board retreat being planned. He provided NMC context information, along with learner demographics, and a historical perspective on revenue sources, as well as cost comparisons and environment trends. Nelson also reviewed the portfolio A, B, C strategic revenue model. He explained that NMC’s strategic agenda is to respond to current and future learner’s success. President Nelson asked that trustees review the information and bring feedback and questions to the fall board retreat for discussion.

Foundation Report—The NMC Foundation update was provided in the meeting materials and President Nelson highlighted the successful golf outing, the FY18 fundraising goal of $8,000,000, the upcoming Aviation 50th Anniversary celebration on September 28, and the Lobdell Scholarship Dinner on September 29.

Legislative Issues Report—President Timothy Nelson reminded the Board that the state budget has been signed with authorized funding for NMC’s Innovation Center capital outlay project, and reviewed MPSERS changes that have become law, which were discussed.

PUBLIC INPUT—There was no public input offered.
UPDATES

President’s Update—President Timothy Nelson
Appreciated those who attended the MCCA annual meeting, and noted that trustee feedback was very positive. He noted that two NMC project teams attended the annual CQIN meeting, the new North Hall opened, NMC had a great Professional Development Day and campus picnic, and well attended Title IX training sessions. Nelson shared that he had lunch on the TS State of Michigan, where he talked with cadets, as well as a culinary student training on the ship for a high paying career. The Board recognized great attendance at the picnic.

Board Chair Update—Chair Kennard Weaver noted the new residence hall was funded by bonds that will be repaid through housing revenue, without the use of tax dollars. NMC is currently working on innovation center with capital outlay bonds and college capital outlay funds that cannot be used for operations. Weaver also referred to a nationwide survey indicating a large percentage of higher education institutions are heading for financial crisis, with NMC not being immune to that trend.

DISCUSSION ITEMS

CONSENT ITEMS—On a motion by Michael Estes, seconded by Rachel Johnson, the following items were approved by a unanimous vote as a group without discussion:
- Minutes of the July 24, 2017, regular meeting

ACTION ITEMS

Fine Arts Building Renovation—Ross Childs made a motion, seconded by Doug Bishop, authorizing administration to contract with Hallmark Construction for replacement of existing siding and some windows of the Fine Arts Building in the amount of $687,000, plus $150,000 contingency, to be funded by the FY2018 Plant Fund. The motion passed with a unanimous vote.

Student Success Platform—Ross Childs made a motion, seconded by Doug Bishop, authorizing administration to enter into a contract with Hobsons for the Starfish Enterprise Success Platform at an initial cost of $94,996, and an ongoing annual cost of $66,440, to be funded through the Technology Plant Fund. The Motion passed with a unanimous vote.

Data Storage—Rachel Johnson made a motion, seconded by Jane McNabb, authorizing administration to enter into a contract with Avalon Technologies for the purchase of additional network data storage and 3-year maintenance contract in the amount of $252,564.77, to be funded by the Technology Plant Fund and Systems & LAN Management FY2018 General Fund budget. The motion passed with a unanimous vote.

East Hall Hot Water System—Ross Childs made a motion, seconded by Rachel Johnson, authorizing administration to enter into a contract with Temperature Control, Inc., for removal of existing and installation of new hot water system in East Hall in the amount of $77,220 to be funded by the FY 2018 Auxiliary Housing Fund. The motion passed with a unanimous vote.
REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 7:46 p.m. by unanimous vote on a motion by Ross Childs, seconded by Doug Bishop.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.

SIGNED

Kennard R. Weaver, Chair

ATTESTED

Rachel A. Johnson, Secretary
Vision

NMC will be the resource of choice for higher education, lifelong learning and cultural experiences. NMC will be an essential contributor to quality of life and a vibrant economy. We will demonstrate collaborative and inventive approaches to education and training for liberal studies, careers, interests and emerging learner markets.

If any provisions(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provisions(s).

Initially adopted by the Northwestern Michigan College Board of Trustees November 23, 1998
Replaces C-100.00, adopted May 24, 1993
Revised March 26, 2007
Reviewed without changes November 22, 2010
Institutional Effectiveness Criterion: Scholarship

Learning Outcomes

NMC promotes the acquisition of knowledge, skills, and attitudes that all students need to function effectively in a changing world through outstanding academic programs recognized for their regional and national level competencies. NMC is committed to helping students acquire the ability to communicate effectively, to think critically, and to be aware of diversity in our world. The scholarship criterion measures the effectiveness of how well NMC prepares students for success in the workplace related to their chosen field and the extent to which NMC provides credible transfer and articulation programs for those students who choose to continue their education at other colleges and universities. Furthermore, in support of our open access philosophy, NMC encourages the academic success of under-prepared college students in their pursuit of basic educational skills and abilities.

The President shall exercise and promote innovative and creative leadership to support scholarship at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy. The President shall:

1. Establish and publish graduation requirements, grading policies, and other academic policies.
2. Provide programs which prepare students for successful transfer and accurately inform students how courses transfer to their universities of choice.
3. Provide programs which have been developed in concert with the requirements of universities and potential employers.
4. Ensure that College instructional practices and programs will maintain the College's accreditation.
5. Effectively utilize available technology to improve student learning and access to learning.
6. Develop and maintain a library collection of sufficient scope and currency to support a high quality community college curriculum and to meet the information needs of NMC's students, faculty and staff.
7. Ensure that every course and program of instruction has clearly articulated learning objectives which support the College's significant learning outcomes.
8. Ensure that the significant learning outcomes which the College has established are clearly articulated for the benefit of faculty, staff, and students.
9. Provide programs which prepare students for successful job placement and provide an appropriate level of career and academic advising regarding the job market and preparation needed for individual careers.

If any provisions(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provisions(s).

Adopted by the Northwestern Michigan College Board of Trustees July 22, 1996 as D-300.00
Revised and renumbered December 18, 2006
Board Policy D-200.00
Institutional Effectiveness Criterion: Enrichment

Enrichment

NMC provides lifelong learning opportunities to regional residents by offering quality educational opportunities for all ages. Programs are designed to be flexible, convenient, and responsive to the needs of the community. Moreover, NMC is committed to enriching and broadening the knowledge base and cultural life of the community. It does so by offering a wide range of programs and curricula that emphasize continuing education, skill enhancement, professional development, and cultural and personal enrichment. The enrichment criteria measures how effectively NMC performs in responding to the community's learning needs in those areas.

The President shall exercise and promote innovative and creative leadership in pursuit of enrichment at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy. The President shall ensure that appropriate academic freedom and artistic freedom of expression are maintained.

If any provisions(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provisions(s).

Adopted by the Northwestern Michigan College Board of Trustees December 18, 2006
Board Policy D-202.00
Institutional Effectiveness Criterion: Enrichment

Public School Academies

1. The Board of Trustees of Northwestern Michigan College believes that public school academies can serve a useful function in the education of students within its boundaries. In an effort to foster diversity of educational opportunity without sacrificing quality of education or unnecessarily duplicating existing educational opportunity of a like nature, the board may review and accept or reject applications for contractual authorization of public school academies.

2. All approved programs must have clearly defined educational goals, competent administration and staff to carry out those goals, sufficient financial resources for achieving those goals, and means and methods for ongoing evaluation of the program.

3. A regional public school academy review committee shall be appointed to consider concept and/or application proposals and to recommend approval, modification, amendment, or rejection to the president and board from time to time. The recommendation shall include the proposed length of term of the initial agreement (not to exceed three years, renewable at the discretion of the board), as well as the proposed date of the start of education. The agreement, including monthly financial and operational status reports and annual audit, shall be subject to review by the board.

4. It is further understood that the board has the authority to suspend the charter at any time when it is deemed in the best interest of the Northwestern Michigan College or the students enrolled.

5. The review committee shall be advisory only and will not usurp authority from local agencies authorized to charter one or more academies. The review committee shall afford potential candidates an opportunity to gain insight and information relative to criteria necessary to receive a charter. It shall serve to provide a consistent process and "user-friendly" initial steps to those interested in the establishment of an academy.

6. Special attention shall be paid to and a detailed description shall be included concerning the fiscal arrangement proposed by the applicant. The President is authorized to develop staff policy and procedures necessary for the implementation of this policy.

If any provisions(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provisions(s).

Initially adopted as D-702.00 by the Northwestern Michigan College Board of Trustees September 23, 1996
Renumbered D-202.00 December 18, 2006
Reviewed without revision November 2008
To: Timothy J. Nelson, President

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

Subject: NMC Local Strategic Value Resolution

Date: September 12, 2017

In accordance with the requirements in Section 230 of PA 108 of 2017, the education omnibus appropriations act for fiscal year 2018, 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.
A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Oleson Center on the main campus of Northwestern Michigan College, on the 18th of September 2017, at 5:30 o’clock in the evening.

The meeting was called to order by Kennard R. Weaver, Chair.

Present:

Absent:

The following preamble and resolution were offered by _________________ and supported by _________________:

WHEREAS:

Michigan Public Act 108 of 2017, approved by Governor Snyder on July 14, 2017, originates from an omnibus public education bill passed by the Michigan Legislature that includes a $9,508,900.00 appropriation for Northwestern Michigan College. 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.” The law 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.

THEREFORE, BE IT RESOLVED THAT:

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

<table>
<thead>
<tr>
<th>Best Practices by Category</th>
<th>Examples of Adherence</th>
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</thead>
<tbody>
<tr>
<td>Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)</td>
<td>Health Education Institute (HEI) with Munson Medical Center through which NMC partners in nursing education (clinical site for ADN and PN student rotations), 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</td>
</tr>
<tr>
<td>(ii) The community college provides customized on-site training for area companies, employees, or both.</td>
<td>Pending final accreditation of joint surgical technology associate’s degree. Through NMC University Center, supporting GVSU’s Masters in Physician Assistant degree program.</td>
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<tr>
<td>NMC’s Training Services provides various levels of programs with on-site customized training for area employers). NMC Training Services delivers training programs and consulting as a regional office for the Michigan Manufacturing Training Center (MMTC), as well as contracting over $4.1 million dollars of specialized training through the Michigan New Jobs Training Program leading to the development of 577 projected jobs paying 175% above minimum wage. Lean Manufacturing Champion is a peer-to-peer professional development program offered through Training Services in addition to customized training in this discipline.</td>
<td></td>
</tr>
<tr>
<td>(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.</td>
<td>NMC hosts SBDC services, with availability of consultants for students interested in developing business ventures. In collaboration with NMC Training Services, 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).</td>
</tr>
<tr>
<td>(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.</td>
<td>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 training in ROV’s and acoustical sonar. 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 hardware.</td>
</tr>
</tbody>
</table>
(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, hosts the Regional Entrepreneurial Collaborative (originally funded through a grant from DELEG/MEDC, 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 regional host for MI Lean Manufacturing Summit.

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<th>Category B: Educational Partnerships (must meet 4 of 5)</th>
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<tr>
<td>(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. 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).</td>
</tr>
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</table>

| (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. NMC’s Extended Educational Services (EES) provides an annual *College for Kids* catalog, featuring week-long courses from K-12 students during the summer and serving over 1,800 throughout the summer. Working with Traverse City Area Public Schools, TBA Intermediate School District, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as National Robotics competitions, etc. NMC is developing a new collaboration with the Boy Scouts of America co-educational career exploration program in STEM fields (Explorer posts). An extension of the successful 2016 pilot project is underway for 2017. |

<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. NMC engages the English and math teaching staff in educational institutional partners in order to align secondary curriculum with post-secondary curriculum in English and math preparing high school students for college. NMC Learning Services assists in providing college placement testing in the high schools to inform students of readiness. NMC promotes continued pursuit of higher education through its |</p>
<table>
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<tr>
<th>Commitment Scholarship directed at first generation students in ninth grade.</th>
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<tr>
<td>(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.</td>
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<tr>
<td>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.</td>
</tr>
<tr>
<td>(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.</td>
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<tr>
<td>At NMC’s University Center, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by eight university partners. Over 50 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 (Davenport University), Water and Sustainability (Western Michigan University), in addition to extensive articulation agreements across the disciplines.</td>
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**Category C: Community Services (must meet 4 of 5)**

<p>| (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 quarterly to over 40,000 households with special sections on wellness, leisure, personal enrichment, etc. A special section includes opportunities designed for community members over 50 (Life Academy). EES partners with regional Aging Councils in the delivery of select learning options in Benzie, Antrim, and Kalkaska counties. In 2016, a pilot new program, SOAR, was launched to address the interests of cognitively impaired learners. The program is now fully available to the community. |
| (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 |
| Arts and Cultural enrichment programs are a specialty in the EES catalog. Of note: community choirs and bands; broad menu of physical fitness and exercise clubs, activities- |</p>
<table>
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<tr>
<th>Community sports teams, theater or musical ensembles, or artist guilds.</th>
<th>Targeted through age groups; extended cultural trip opportunities for theater, opera, and symphony experiences.</th>
</tr>
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<tbody>
<tr>
<td>(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.</td>
<td>Community has access to WNMC 90.7 FM, NMC’s public radio station; community observation nights for the Rogers Astronomical Observatory; senior discounts at the Dennos Museum Center. Through the EES catalog, reduced course rates for senior residents of Grand Traverse County.</td>
</tr>
<tr>
<td>(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.</td>
<td>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.</td>
</tr>
<tr>
<td>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</td>
<td>NMC offers many opportunities for community service through student service learning programs, community outreach projects (including NMC BBQ, Commitment Scholars program, BSA Explorer posts, etc.), Student Government Association sponsored activities.</td>
</tr>
</tbody>
</table>

Ayes:

Nays:

Resolution declared adopted.

Rachel A. Johnson, Secretary
Board of Trustees

The undersigned duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, hereby certifies that the foregoing is a true and complete copy of a resolution adopted by the Board at a regular meeting held on September 18, 2017, the original of which resolution is a part of the Board's minutes and further certifies that notice of the meeting was given to the public under the Open Meeting Act, 1976 PA 267, as amended.

Rachel A. Johnson, Secretary
Board of Trustees
CITY OF TRAVERSE CITY
West Boardman Lake Trail Project

RIGHT OF ENTRY /
PRELIMINARY AGREEMENT TO NEGOTIATE EASEMENT

Grantor: Northwestern Michigan College
Parcel No.: 05-015-071-00

Northwestern Michigan College (NMC) grants to the City of Traverse City (City), its agents and contractors, the right to enter upon the lands shown in Exhibit A for the purpose of developing a non-motorized path.

The real estate on which this Right of Entry is granted is situated within the proposed easement area shown on the attached Exhibit A. The City intends to develop a non-motorized pathway as generally shown in Exhibit A. The Right of Entry permits the City (or its authorized designee) to remove trees and brush, and take preliminary steps in order to develop a potential non-motorized pathway. Exercise of the rights contained in this Right of Entry requires written consent from NMC following five (5) days’ advance notice from the City. Notice shall be given to NMC’s Vice President of Finance and Administration.

The City shall assume liability for any injuries sustained including, but not limited to, all personal injuries, nuisances (public or private), or property damage on the property subject to the right of entry during the term of this agreement, which results from the City’s (or its assigns’) survey work, brush clearing, and development of the non-motorized path, or from its use of the property related to the development of the non-motorized path by the City, its agents, or invitees. To the extent that the City provides insurance for such liabilities, the City shall, for and in consideration of this Right of Entry being granted, indemnify and hold harmless Northwestern Michigan College, its directors, officers, agents, employees, successors, and assigns from and for any and all damages, expenses, fees, costs, actual attorneys’ fees, judgments, verdicts or awards, demands, rights, causes of action, losses, and claims associated with the City’s exercise of its rights provided in this Right of Entry, including from and incident to the acts, errors, or omissions of the City or its agents arising out of this agreement.

The City acknowledges and agrees that this Right of Entry is preliminary to construction or final development of the non-motorized pathway. When NMC and the City reach final agreement for the location of a non-motorized pathway the parties shall then finalize a “Recreational Trail Easement.”

It is understood and agreed that the granting of this Right of Entry shall have no effect on potential compensation to be made for the Recreational Trail Easement.

This Right of Entry shall remain in effect for two (2) years, or until an easement over the portion of the parcel shown in Exhibit A has been executed, whichever occurs sooner.

This Right of Entry terminates and replaces a prior Recreational Trail License Agreement dated November 2, 2009.

The effective date of this Right of Entry is ________________.

Northwestern Michigan College
Date: ____________________  Sign: ____________________  Print Name: ____________________  Witness: ____________________

City of Traverse City
Date: ____________________  Sign: ____________________  Print Name: ____________________  Witness: ____________________

Page 1 of 1
To: Timothy J. Nelson, President  
From: Stephen Siciliano, Vice President for Educational Services  
Copy: G.P. Achenbach, Superintendent, Great Lakes Maritime Academy (GLMA)  
Date: August 25, 2017  
Subject: GLMA Engine Room Simulator Purchase

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**Board Authorization Requested**

Authorize the administration to enter into contract with Kongsberg for the purchase of their engine room simulator at an initial cost of $135,000 and an ongoing annual cost of $13,500.

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**Background**

The engine room simulator is crucial to the GLMA program of study. GLMA uses computer simulation in order to ensure the cadets have the ability to demonstrate the required International Convention on Standards of Training Certification and Watchkeeping for Seafarers (STCW Code). These simulators have been incorporated into the GLMA classes, which comprise our model schedules. The use of simulation provides the GLMA cadets with a safe and effective platform for learning. Additionally, it is consequence free and allows the cadets the opportunity to learn from their mistakes and build on their successes without jeopardizing equipment or safety.

**Current Engineering Simulator**

The current GLMA engine room simulator needs to be replaced. Our need for a new simulator is based on the age, performance and the ability to support the hardware and software. The current simulator has both hardware and software issues that are no longer supported by the vendor.

Moreover, a new simulator will also offer GLMA the opportunity to create new engineering courses (MNG) that better allow us to train our cadets and ensure we maintain the ability for our cadets to demonstrate requisite STCW Code competencies.

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**Bids**

- VSTEP simulation: $207,100.
- Transas: $123,000, with an additional $2,900/year increase to current Transas Service agreement.
- Kongsberg, $135,000, with an additional $13,500/year for a new service contract after the first year after installation.
Rationale for the Recommendation of Kongsberg
Kongsberg is being recommended for the following reasons:

- **Higher fidelity:** The Kongsberg system provides a much more accurate portrayal of an engine room. Transas and Kongsberg simulators accurately represent shipboard engineering systems, but the Kongsberg simulator provides much better detail and control.

- **More user friendly:** Both Transas and Kongsberg provided demonstration models which were evaluated by GLMA faculty and cadets during the first 2017 *T/S State of Michigan* training cruise. The cadets overwhelmingly favored the Kongsberg simulator. They found it more engaging for their learning and much more enjoyable to use. Based on their observations of the student interactions and the Kongsberg’s superiority as an effective teaching tool, the faculty also support the Kongsberg simulator.

- **Maintenance:** When we receive updates and maintenance to the Kongsberg system they are true upgrades; they will bring our software up to the current edition.

- **Features Unique to Kongsberg (BigView):** The Kongsberg system has an option they call the *BigView*. This is an expansion that creates a cost effective, full mission simulator. This will allow GLMA, with the use of multiple large touch screen panels, to have a virtual full mission simulator in the same space as the PC based simulator. As we add to and modify our curriculum, a full mission simulator will be a significant asset for STCW Code required subjects, such as Engine Room Management, Watchstanding, and Engine Room Business.

- **Features Unique to Kongsberg (Assessment View):** Kongsberg has a function within the simulator that is called assessment view. This function allows STCW competencies to be monitored and recorded without an instructor present.

- **Features Unique (Walk Through Simulations):** The walk through simulation is built around a task that needs to be completed. Tasks can be as small as starting a purifier or as large as starting a cold ship. By using guided steps the student is directed through the logical progression of the task. Once a step is completed the student is directed to the next step with prompts and guidance. This feature aids in teaching the steps necessary to accomplish a complex task such as bringing a boiler on line while concurrently allowing the cadet a high degree of independence and autonomy.

Despite the Kongsberg simulator not being the lowest bid, the superiority of the product provides the rationale for the recommendation for its purchase.

**Source of Funds**
The funds for the purchase would come from the GLMA *Heritage Act* Funds.
To: Timothy J. Nelson, President  
From: Marguerite Cotto, V.P.  
Date: September 12, 2017  
Subject: Recommendation to authorize purchasing of upgrades to FRASCA Advanced Aviation Training Device

Recommended action

As detailed in the attached memorandum and supporting materials, the Aviation program’s FRASCA flight simulator requires a package upgrade of both software and hardware components to ensure continued full-range operations.

The Federal Aviation Administration (FAA) memorandum dated July 27, 2016, describes the operational requirements for the FRASCA’s approval as an Advanced Aviation Training Device (AATD), in effect through June 30, 2021. The document describes the allowable percentage of simulator training per flight rating, underscoring the importance of this training tool as detailed in the September 8, 2017 memo by Aviation Director Alex Bloye.

FRASCA International is the sole source provider for the FRASCA Cessna 172s/n 5985 (AATD). The upgrade detail is included in the September 8, 2017 proposal from FRASCA to Mike O’Keefe, NMC Chief Flight Instructor.

We are requesting authorization to enter into a purchase agreement with FRASCA International for the upgrade package to the CESSNA 172s/n 5985 (AATD) for the amount of $208,000.00 Funding through the Aviation Capital Fund.

Thank you.
To: Marguerite Cotto, Vice President  
From: Alex Bloye, Director of Aviation  
Date: September 8, 2017  
Subject: Recommendation for complete overhaul and upgrade of aviation simulator

Recommendation  
Authorization for administration to purchase a complete upgrade and overhaul package for FRASCA advanced aviation training device (AATD) Cessna172 s/n 5985 from FRASCA International Inc. Total purchase price of $208,000.00.

Background  
AATDs approved for FAA Flight Training Facilities follow manufacturer specifications that are endorsed and regulated by the FAA. See attached FAA Letter of Authorization.

The Aviation Division uses a FRASCA AATD for critical functions including: 40% of our FAA Instrument Flight Course, 15% of our FAA Private Flight Course, Emergency Scenario training for both staff and students, Instrument currency for staff, Instrument Instructor training, and non‐traditional training events like the Michigan DNR recurrent training course and our Flight Test course for International Students.

NMC’s FRASCA has been in operation for nearly 20 years. In that time, it has gone through 1 other major upgrade. This is a very unique and very powerful training tool, which is an actual mock up-up of our primary training fleet. Both students and staff benefit greatly from this tool in building habit and familiarization in simulated emergency and inclement weather scenarios.

Today, NMCs aging AATD regularly suffers from failures of both hardware and software. This integral part of our fleet is run by antiquated systems like Windows 2000, and is often inoperative and unavailable to fly. This proposal is for a complete overhaul and upgrade of our AATD. Excluding projectors, screens, and aircraft shell, all operating systems, hydraulics, hardware, and software will be replaced.

FRASCA International, located in Urbana IL, is a global leader in Aviation Simulators. They are a sole source provider for a simulator that is built from an actual aircraft (the Cessna 172 Skyhawk). Other simulators of equal value are either reverse engineered or lack the functionality that NMC pilots greatly benefit from.

Funding source  
The AATD upgrade is $208,000.00. Funding is through the Aviation Capital Fund which has a current balance of $990,036.19. NMCs AATD generates around $50,000 / year in flight fee revenue, and $35,000 / year in instructor fee revenue.

Thank you.
September 8, 2017

Mr. Mike O’Keefe  
Northwestern Michigan College  
Aviation Program  
1701 E Front St  
Traverse City, MI  49686

Subject: Quotation QT8155-2

Dear Mike,

Frasca International, Inc. is pleased to offer this proposal to Northwestern Michigan College.

1. Price

Upgrade Cessna 172, s/n 5985 ................................................................. $208,000.00

The following upgrades will be performed to the AATD:

- Install 2 new Garmin G1000 display units (GDU-1044B)
  - With GFC 700 autopilot controls
  - Upgrade to latest supported Nav III G1000 system software version
- Install current Cessna 172 aero model
  - Includes autopilot
- Install current Cessna 172 malfunctions
- Upgrade analog audio system to digital audio system
- Configure and install new electronics cabinet
  - New 5 new computers: Combo, Control Loading, IG1, IG2, IG3
  - Ethernet 2 power controllers
  - Update to Ethernet network
- Upgrade control loading system to Electronic Control Loading (ECL)
  - Replace motors with brushless DC motors
  - Replace actuator assemblies to new style
- Upgrade visual system
  - New computers
  - Reuse existing projectors
  - Port Traverse City custom database to TruVision-Global
  - Includes high-resolution aerial imagery for Michigan
- Install new Instructor Station, Simplicity
  - Includes 2 touchscreen monitors
- Update and release electronic documentation
- Will be approved as AATD

- NOTE: this quote does not include any parts that may be inoperative on the device; a separate quote will be provided for additional parts if needed

2. Payment Terms
   35% with Order, 30% 120 days after Receipt of Order, 30% prior to shipment, and 5% no later than 7 days after Final Acceptance or after the Equipment is first used by the buyer for training.

3. Delivery
   Delivery and Installation of the Upgrade Equipment is estimated at 6 months after Receipt of Order. Delivery time is dependent on Frasca’s engineering and manufacturing backlog at the time of order. Delivery lead time can be confirmed by Frasca at the time an order is received.

4. Packing and Freight
   Frasca will pack the Upgrade Equipment to normal commercial standards for shipment. Upgrade Equipment to be delivered DAP Customer’s Location, per INCOTERMS 2010.

5. Installation
   Frasca will provide personnel to install and commission the Upgrade Equipment and to assist the Customer in the conduct of the Final Acceptance.

6. Validity Period
   This Quotation is valid until December 8, 2017.
7. Terms and Conditions

This quotation is based upon Frasca’s Commercial Terms and Conditions as attached. Any changes to or deviations from the Terms and Conditions (unless specified in this quotation) may affect the quoted price.

Prepared by: [signature]  
Approved by: [signature]

Jeremy Brown, Business Development Manager  
Joel Prichard, Director of Sales
JUL 27, 2016

Jonathan Wisdom
Manager, Aeronautical Engineering
FSTD Regulatory Affairs SME
Frasca International, Inc.
906 Airport Road
Urbana, IL 61802-7407

Dear Mr. Wisdom:

The Federal Aviation Administration (FAA) last qualified and approved your airplane Frasca International, Inc. model TruFlite CERT165324 Revision F as an Advanced Aviation Training Device (AATD) on November 19, 2014 in accordance with Title 14 Code of Federal Regulations (14 CFR) section (§) 61.4(c).

Review of the Qualification and Approval Guide (QAG) version CERT165324 Revision G dated June 7, 2016 validates the current standards and criteria for approval as provided in Advisory Circular (AC) 61-136A, FAA Approval of Aviation Training Devices and Their Use for Training and Experience. The Frasca International, Inc. model TruFlite airplane AATD is authorized for use in satisfying the following sections of parts 61 and 141:

Frasca Model TruFlite
Single and Multiengine Land
Advanced Aviation Training Device (AATD)

- § 61.51(b)(3) – Logbook entries;
- § 61.51(h) – Logging training time;
- § 61.57(c) – Instrument experience;
- § 61.57(d)(1)(ii) – Instrument proficiency check, per the Instrument PTS;
- § 61.65(i) – Instrument rating; up to 20 hours;
- § 61.109(k)(1) – Private Pilot Certificate aeronautical experience: up to 2.5 hours;
- § 61.129(i)(1)(i) – Commercial Pilot Certificate: up to 50 hours;
- § 61.159(a)(4)(i) – Airline Transport Pilot Certificate: up to 25 hours; and
- § 141.41(b) – Approved for use under the part 141 appendices as follows:
  - Appendix B – Up to 15% toward the total Private Pilot flight training time requirements;
  - Appendix C – Up to 40% toward the total Instrument flight training time requirements
  - Appendix D – Up to 20% toward the total Commercial Pilot flight training time requirements;
- Appendix E – Up to 25% toward the total Airline Transport Pilot flight training time requirements;
- Appendix F – Up to 5% toward the total Flight Instructor flight training time requirements;
- Appendix G – Up to 5% toward the total Flight Instructor Instrument flight training time requirements;
- Appendix I, Private Pilot Airplane Single and Multiengine Class Rating Course – Up to 3 hours toward the flight training time requirements;
- Appendix I, Commercial Pilot Airplane Single and Multiengine Class Rating Course – Up to 11 hours toward the required flight training time requirements;
- Appendix I, Airline Transport Pilot Airplane Single and Multiengine Class Rating Course – Up to 6.25 hours toward the flight training time; and
- Appendix M, Combined Private Pilot Airplane Certification and Instrument Rating – Up to 25% toward the total flight training time requirements.

Note: Minimum training or experience requirements for cross country, night, solo, takeoffs and landings, and the 3 hours of training within 2 calendar months of the practical test must be accomplished in an aircraft. Private Pilot Airplane applicants must also accomplish the minimum requirement for 3 hours of control and maneuvering of an airplane solely by reference to instruments specified in §61.109 in an airplane. Additionally, practical tests cannot be conducted in an AATD.

This approval is contingent upon the following conditions and limitations:

1) This ATD must maintain its performance and function without degradation. The minimum instrument requirements specified under § 91.205 for day visual flight rules (VFR) and instrument flight rules (IFR) must be functional during the training session;

2) Only the aircraft configurations that are in the approved QAG are utilized;

3) A copy of this letter of authorization (LOA) must be readily available in a location near the device when in use. Additionally, a copy must be provided to the person using the above credits for pilot certification or ratings;

4) When used for instructional purposes, only an appropriately qualified FAA-certificated flight instructor may make any subsequent endorsements and/or pilot logbook entries;

5) Any changes or modifications to this ATD which have not been individually reviewed, evaluated, and approved in writing by the General Aviation and Commercial Division (AFS-800) will terminate this LOA; and

6) The FAA reserves the right to withdraw this LOA at any time if the Administrator determines that this ATD has been used in a manner contrary to the conditions and
limitations described within this LOA, FAA regulation, guidance, or safety.

This approval is valid for sixty (60) calendar months from the date of this letter. Any requests for a new LOA should be made in writing to AFS-800 at least 90 days in advance of expiration. AFS-800 may require a review of the QAG, an on-site evaluation, and a verification all of the requirements as described in the current publication of Advisory Circular 61-136, *FAA Approval of Aviation Training Devices and Their Use for Training and Experience* before a new LOA can be issued.

This approval expires on June 30, 2021.

The enclosed signed QAG is approved and a copy of this letter is retained in our files.

Sincerely,

Vincent Fagan

For
James A. Viola
Manager, General Aviation and Commercial Division
Flight Standards Service

Enclosure
Resolution of Appreciation

NMC AVIATION

WHEREAS Northwestern Michigan College’s Aviation program began training pilots in 1967, and since then, for 50 years, has continuously and with excellence provided flight training for degree-seeking and non-credit learners;

WHEREAS Northwestern Michigan College’s Aviation program is an FAA Part 141 certified training program, and the only flight school in Michigan with FAA self-examining authority for issuing pilot certificates;

WHEREAS Northwestern Michigan College’s Aviation program has been a leader in the adoption of simulation training, Unmanned Aerial Vehicle course development, and global training partnerships;

WHEREAS Northwestern Michigan College’s Aviation program is an approved VA program;

WHEREAS Northwestern Michigan College’s Aviation program has attracted an experienced staff of professional pilots from a broad spectrum of industries including Military, Airlines, and Business Aviation;

WHEREAS Northwestern Michigan College’s Aviation program has alumni employed by every major US airline, numerous international airlines, major cargo carriers, as well as the US armed forces;

WHEREAS Northwestern Michigan College’s Aviation program has been an example of professionalism, safety, and the unique joy of flight;

THEREFORE, BE IT RESOLVED at the achievement of its 50th Anniversary, the Northwestern Michigan College Board of Trustees congratulates the staff and students of the NMC Aviation program for their achievements, and wishes their continued success.

Kennard R. Weaver, Chair

Rachel A. Johnson, Secretary

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Jane T. McNabb, Trustee

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Timothy J. Nelson, President, Northwestern Michigan College