



Northwestern  
Michigan  
College

# Board of Trustees

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

*Northwestern Michigan College provides lifelong learning opportunities to our communities.*

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

## Study Session Meeting Agenda

Friday, January 17, 2020

at NMC Hagerty Center Room A, 715. E. Front Street

12:30 p.m. Lunch

1:00 p.m. Meeting

### I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements
- E. Annual Meeting Business (Pursuant to Policy A-100.00 Board of Trustees Bylaws)
  - i. Reading of Notice and Proof of Service
  - ii. Report of Secretary—*Michael Estes, Secretary*
  - iii. Report of Treasurer—*Jane T. McNabb, Treasurer*
  - iv. Verification of Residential Address
  - v. Conflict of Interest Disclosure Statement
  - vi. Election of Officers  
Nomination and election of officers by approved process.
  - vii. Regular Board Meeting Dates  
Recommend approval of regular board meeting dates through June 2021 as presented.

### II. ACTION ITEMS

- F. **West Hall Furniture Contract** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to enter into a contract with Custer Incorporated for \$269,913 and Interphase Incorporated for \$300,346 for furniture and installation in the West Hall Innovation Center.
- G. **Closed Session** (Pursuant to Policy A-106.00 Other)  
Recommend that the Board convene in closed session as permitted by Section 8(h) of the Open Meetings Act, MCL 15.268(h), to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act, MCL 15.243(1)(g) (*Requires two-thirds majority roll call vote of members elected or appointed and serving*)
- H. **Reconvene Regular Meeting** (Pursuant to Policy A-106.00 Other)  
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (*Roll Call Vote*)



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## Board of Trustees

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January 17, 2020 Meeting Agenda

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### III. DISCUSSION ITEMS

- I. Committee Appointments
- J. Michigan Open Meetings Act and FOIA—Scott Eldridge, *Miller Canfield*
- K. Board Governance
- L. Strategic Plan
- M. Strategic Enrollment Plan

### IV. 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.

### V. 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.

### VI. ADJOURNMENT

#### **Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

January 27, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
 February 24, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
 March 23, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
 April 27, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
 May 18, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street (3<sup>rd</sup> Monday)



Holly Gorton &lt;hgorton@nmc.edu&gt;

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## Notice of Annual Meeting

1 message

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**Holly Gorton** <hgorton@nmc.edu>

Mon, Jan 13, 2020 at 2:34 PM

To: Board of Trustees &lt;boardoftrustees@nmc.edu&gt;

Trustees:

Per Board Policy A-100.00 Board of Trustees Bylaws section 1.c.ii., this email is notification of the 2020 annual meeting of the Northwestern Michigan College Board of Trustees to be held each year on the first meeting date in January. The logistics of the meeting follow:

**Date: January 17, 2020****Time: 12:30 p.m.****Location: NMC Hagerty Center, Room A  
715 E. Front Street  
Traverse City, MI 49686**

The packet of materials for this meeting will be sent to you shortly. The official public notice of the meeting will be posted this afternoon as well.

**Holly Gorton**

Chief of Staff to the President and Board of Trustees

FOIA Coordinator

President's Office

Tanis Building

Email: [hgorton@nmc.edu](mailto:hgorton@nmc.edu)

Phone: (231) 995-1012

**Northwestern Michigan College**

**BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.**

Members for group Board of Trustees

Chris Bott	cbott@nmc.edu
Douglas Bishop	dbishop@nmc.edu
Diana Fairbanks	dfairbanks@nmc.edu
Holly Gorton	hgorton@nmc.edu
Jeff Linsell	jlinsell@nmc.edu
Jane McNabb	jmcnabb@nmc.edu
K. Ross Childs	krchilds@nmc.edu
Kennard Weaver	kweaver@nmc.edu
Lynne Moritz	lmoritz@nmc.edu
Michael Estes	mestes@nmc.edu
Nick Nissley	nnissley@nmc.edu
Rachel Johnson	rjohnson@nmc.edu

**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 17, 2020  
at NMC Hagerty Center Room A, 715. E. Front Street

**Report of Secretary**

The 2019 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on January 14, 2019, and are available online at the 2019 Trustee Meeting Materials and Minutes website (<https://www.nmc.edu/about/board-of-trustees/minutes/2019/010919-Board-Study-Session-Minutes.pdf>).

**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 17, 2020  
at NMC Hagerty Center Room A, 715. E. Front Street

**Report of Treasurer**

The annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2019, was accepted by the NMC Board of Trustees on October 28, 2019, and is available online at the NMC Audit Reports website (<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2019.pdf>).

## Board Officer Election Process

Pursuant to Board Policy A-100.00 our January meeting of the Board of Trustees will include the Annual Meeting, during which officers for the next calendar year are to be elected. Section 4 of A-100.00 lists the officers and their primary duties. Part of A-100 is set forth below. The process for nominations and elections is based on Roberts Rules of Order.

### 4) Officers.

- a) ***Chairperson.*** The Chairperson of the Board of Trustees shall be selected by the members of the Board. The Chairperson shall preside over all meetings of the Board of Trustees. The Chairperson shall ensure that the Board's Bylaws and established rules are followed and that the Board and its standing or ad hoc committees are fulfilling their stated responsibilities. The Chairperson shall represent the Board as appropriate in various public relations functions. An individual may not serve more than three (3) consecutive years as Chairperson. In times of unique challenge to the Board, the Chair may be elected for up to two (2) additional consecutive one-year terms by a vote of no less than five of the seven members of the Board.
- b) ***Vice Chairperson.*** A Vice Chairperson shall be chosen by the membership of the Board. The Vice Chairperson shall perform the duties and exercise the powers of the Chairperson during the absence or disability of the Chairperson.
- c) ***Secretary.*** The Secretary shall be chosen from the membership of the Board. The Secretary shall, by affixing his or her signature, attest to the accuracy of the Board meeting minutes and shall ensure that the Board's records are maintained in an appropriate manner. The Secretary shall authorize all notices required by statute, bylaw or resolution. The Secretary shall perform such other duties as may be delegated by the Board of Trustees. The President or the President's designee shall serve as Assistant Secretary to assist the Secretary in the performance of his or her duties.
- d) ***Treasurer.*** The Board of Trustees shall elect a Treasurer of the Board from its membership who will perform duties in connection with the finances of the College as may be required by the Board. The Board may direct the President to designate a chief financial officer as custodian of the funds who shall report to the President and maintain full and accurate accounts and fiscal procedures.

## Process for Election of Officers

### Nominations

- The current Chair will ask for nominations for Chair, and he will preside over those nominations and the voting for Chair. The newly-elected Chair will then preside over nominations and voting for each successive officer until all officers are elected.
- Nominations don't need a second or support.
- Any Trustee can nominate himself or herself.
- Each Trustee should offer only one nomination for each position.
- Since our NMC bylaws prohibit any person signing a document in more than one capacity, any Trustee who has been newly elected should not be nominated for another office.
- Nominees do not have to leave the room during the nominations, when the vote is taken, or when the vote is counted.
- The Chair may continue presiding, even if he or she is one of the nominees for the office.
- Any Trustee may rise and decline the nomination during the nominating process.
- Nominations will be taken for successive offices in the order they're listed in the bylaws.

### Voting

**Nominations for each office will be followed by the election for that office.** This allows Trustees to consider the election results of each election before proceeding to the election of another office. The Chair will take nominations from the floor for one office, and when no further nominations are forthcoming, Trustees will vote for that office. Election votes will be cast by roll call.

### Committees

Our NMC bylaws provide that the Chair shall appoint Trustees to Board committees. When the officer election is complete, the Chair may then proceed to appoint Trustees to the committees and the Board Chair shall designate the Chair of each committee.

### Succession

Election to an office of the Board does not imply that subsequent elections will follow in any line of succession. Election to each office is a new decision each year, made by the Trustees as they decide to vote in the best interests of NMC.



**2020**

**January 27, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**February 24, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**March 23, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**April 27, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**May 18, 2020** – Great Lakes Campus, Room 112, 715 E. Front Street (3<sup>rd</sup> Monday)  
**June 29, 2020** – Great Lakes Campus, Room 112, 715 E. Front Street (5<sup>th</sup> Monday)  
**July 20, 2020** – Great Lakes Campus, Room 112, 715 E. Front Street (3<sup>rd</sup> Monday)  
**August 24, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**September 28, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**October 26, 2020** – Oleson Center Room A/B, 1881 College Drive  
**November 23, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**December 21, 2020** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street (3<sup>rd</sup> Monday)

**2021**

**January 25, 2021** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**February 22, 2021** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**March 22, 2021** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**April 26, 2021** – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street  
**May 24, 2021** – Great Lakes Campus, Room 112, 715 E. Front Street  
**June 28, 2021** – Great Lakes Campus, Room 112, 715 E. Front Street



**Northwestern  
Michigan  
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## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Vicki Cook, Vice President of Finance and Administration  
**Date:** January 17, 2020  
**Subject:** **Northwestern Michigan College West Hall Furniture Recommendation**

This document provides an overview and recommendation for the selection of vendors to provide product and installation of furniture for West Hall.

### **Board Authorization**

Authorize the Northwestern Michigan College administration to enter into a contract with Custer, Incorporated for \$269,913 and Interphase, Incorporated for \$300,346 for furniture and installation in the West Hall Innovation Center.

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

Furniture vendors provided furniture samples to NMC in summer 2019. Members of NMC administration and Cornerstone Architects visited show rooms in Grand Rapids, Michigan in September 2019 to get a better idea of current trends. NMC and Cornerstone Architects provided a request for proposal to several furniture vendors in November 2019.

### **Bid Analysis**

<b>Vendor</b>			<b>Not to Exceed</b>
Custer, Incorporated	Traverse City, MI	Furniture freight and installation	\$269,913
Interphase, Incorporated	Traverse City, MI	Furniture freight and installation	\$300,346
	Total for West Hall Innovation Center Furniture Purchase, Freight & Installation		\$570,259

### **Recommendation**

Authorize the Northwestern Michigan College administration to enter into a contract with Custer, Incorporated for \$269,913 and Interphase, Incorporated for \$300,346 for furniture and installation in the West Hall Innovation Center. NMC and Cornerstone have worked with both of these vendors several times over several years with great results.

### **Funding Source**

The funding source is Bond Fund and the State of Michigan Department of Treasury, Management and Budget.

January 6, 2020

Vicki Cook  
Vice President of Finance  
Northwestern Michigan College  
7200 Front Street  
Traverse City, MI 49684

**Re: West Hall Innovation Center & Library  
Cornerstone Architects Project No. 18.501  
Furniture Recommendation**

Dear Ms. Cook,

We received competitive furniture bids for both the West Hall Innovation Center and Library. Furniture vendors were required to provide itemized pricing for each individual piece of furniture. After careful review with NMC staff, we selected the best individual pieces of furniture, taking into account both price and function. This process resulted in our recommendation to enter into a contract with two separate furniture vendors, Interphase Interiors and Custer, Inc. We, Cornerstone Architects, have extensive experience with both vendors and both vendors have offices in Traverse City. Interphase Interiors is the distributor for Haworth Furniture Systems and Custer Inc. is the distributor for Steelcase. Both furniture brands have an exceptional reputation in the higher education market place.

Attached is a bid summary of the recommended bids from Interphase Interiors and Custer Inc.

Please let us know if we can be of further service to you in this matter.

Sincerely,



John Dancer, AIA  
Vice President, Cornerstone Architects, Inc.

122 S. Union St  
Suite 200  
Traverse City, MI  
49684  
231.947.2177 Ph.  
231.933.4310 Fax

440 Bridge St. NW  
Grand Rapids, MI  
49504  
616.774.0100 Ph.

<b><u>NMC Furnishings Bid Award</u></b>		<b>Cornerstone Architects, Inc.</b>	
		<b>West Hall Renovation</b>	
		<b>14 January 2020</b>	<b>18.501</b>
<b><u>Innovation Center</u></b>			
Custer - Product Total (Includes Freight)		\$224,140.85	
Interphase - Product Total		\$148,964.78	
Custer - Installation	\$16,628.00		
Interphase - Freight/Installation	\$15,510.00		
<b><i>Total Innovation Center</i></b>			<b><i>\$405,243.63</i></b>
<b><u>Library</u></b>			
Custer - Product Total (Includes Freight)		\$18,469.81	
Interphase - Product Total		\$55,895.77	
Custer - Installation	\$1,370.00		
Interphase - Freight/Installation	\$4,800.00		
<b><i>Total Library</i></b>			<b><i>\$80,535.58</i></b>
<b><u>EMT/E-Games</u></b>			
Custer - Product Total (Includes Freight)		\$5,008.93	
Interphase - Product Total		\$39,042.78	
Custer - Installation	\$400.00		
Interphase Freight/Installation	\$4,720.00		
<b><i>Total EMT/E-Games</i></b>			<b><i>\$49,171.71</i></b>
<b><u>Café</u></b>			
Custer - Product Total (Includes Freight)		\$3,595.21	
Interphase - Product Total		\$28,512.64	
Custer - Installation	\$300.00		
Interphase Freight/Installation	\$2,900.00		
<b><i>Total Café</i></b>			<b><i>\$35,307.85</i></b>
		<b>GRAND TOTAL</b>	<b>\$570,258.77</b>

## **NMC Board of Trustees 2020 Committee Appointments**

<b>Committee</b>	<b>Members</b>
Audit Committee	Kennard Weaver, Chair Rachel Johnson Janie McNabb
Barbecue Board	Janie McNabb
Building and Site	Ross Childs, Chair Kennard Weaver Michael Estes
Fellows Nominating	Ross Childs, Chair Janie McNabb Doug Bishop
Foundation Board	Chris Bott, Executive Committee Doug Bishop Michael Estes
MCCA Representative	Chris Bott, Lead Ross Childs, Alternate
Policy	Doug Bishop, Chair Ross Childs Rachel Johnson
Presidential Performance & Compensation	Chris Bott, Chair Janie McNabb Rachel Johnson

## **The NMC Policy Governance Model: A Summary**

Board leadership requires, above all, that the board provide a vision for the college. To do so, the board must first have an appropriate vision and understanding of its own responsibilities. The NMC policy governance model provides a powerful framework for structuring this task. Following this model, the board can free itself of unnecessary, time-consuming involvements and focus on the real business of governance: creating, sustaining, and fulfilling a vision.

The NMC policy governance model is modeled after and explained fully in John Carver's documentary *Boards that Make a Difference* (Jossey-Bass, 1990). In brief, it reduces or eliminates meaningless board and committee work, trivia, board involvement in administrative and staff matters, unclear evaluation criteria, and role confusion.

Policy governance emphasizes vision, mission, and values; the empowerment of both board and staff; and the strategic ability to lead. Because policies permeate and dominate all organizational life, they present the most powerful tool for exercising board leadership and responsibility. Designed as a total system to encompass all expressions of board wisdom and guidance, the policy categories include: board process, board-president relationship, ends, and parameters.

### Board Process

The board must set policies for its own internal workings:

- how meetings will be conducted,
- what topics will be addressed,
- the role of officers and committees, and
- how the board will discipline itself.

An effective design of board process ensures that the board fulfills its three primary responsibilities:

1. Maintaining links to the ownership (the citizens of the service area).
2. Establishing the four categories of written policies as included in this framework.
3. Assuring presidential performance.

These are areas in which the board, and only the board, must assume full responsibility. By setting clear board process policies, the board develops a plan for how it will operate—compelling it to remain focused on the critical challenges of providing vision and leadership.

### Board-President Relationship

The board must set policies about how it relates to staff—the board's approach to delegation of power, its view of the chief executive (president)'s role, and how it will assess staff performance. The NMC policy governance model envisions the president as the link between the board and the faculty and staff. In essence, the president is the board's sole employee. The only specified duty of the president is to be accountable to the entire board for the performance of the organization—on how well the board's ends are being met and the parameters not violated. This maintains accountability while allowing the president optimal latitude to act and to empower others in the organization to act.

### Ends

The board's most important job is to devise a vision, mission, and mission-related statements, which clearly establish the desired results—the ends—of the college. The ends statements should address what human needs are to be met, for whom, at what cost, and how the world will be different as a result of the college's actions. The board leaves it up to the staff to decide the parameters by which to achieve these ends, and evaluates staff performance based on how well the results of the organization's actions match the desired ends.

### Parameters

While the board prescribes the ends it wants to achieve, it only sets limits on the parameters within which the staff operates. These limits are principles of prudence and ethics that form a boundary on staff practices, methods, and procedures. In parameters policies, the board states clearly what the board will not allow, but it is otherwise silent regarding staff actions. This empowers the staff to use their full creative powers while at the same time safeguarding against potential abuses, enabling the board to concentrate its energies on ends issues.

## **Definition and Levels of Policy and Procedure**

The Northwestern Michigan College Policy and Procedure Manual has three levels of policy and procedure.

### Board Policy

Board policies for the organization are broad, guiding statements which reflect the board's philosophy, values, or principles. Board policies may be in the areas of ends or parameters. Board policies also encompass the board's processes and the board-president relationship.

### Staff Policy

Staff policies define in more operational terms how the board policies will be interpreted and implemented. Staff policies generally affect more than one area of the college. Staff policies are recommended to the president by the Policy Council, using the policy development process outlined in the NMC governance handbook. The president, not the board, issues final authorization of staff policy.

### Staff Procedures

Staff procedures define a manner or process for implementing a board or staff policy. Staff procedures are developed by the area primarily responsible for implementing the policy and approved by the appropriate executive officer or administrative staff member. Staff procedures may be published in user guides or distributed to students, staff, or other clients as needed.

## **NORTHWESTERN MICHIGAN COLLEGE**

*Northwestern Michigan College was the first comprehensive community college chartered in the State of Michigan. Since its founding in 1951, NMC has provided quality, affordable access to higher education for learners of all ages and backgrounds. NMC is integrally woven into the economic, social and cultural fabric of the region, providing leadership and support for key initiatives that shape our communities and prepare our learners for rich and meaningful lives.*

### **Mission**

**Northwestern Michigan College provides lifelong learning opportunities to our communities.**

### **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.**

### **Values**

***Our individual and collective efforts create the legacy of NMC. In order to achieve our mission, we are individually committed and responsible to live these values:***

**Learning** is at the center of all we strive to achieve. It is the foundation upon which an enlightened citizenry and a dynamic community are built and is a lifelong process in which we are all engaged.

We will continuously improve the learning experience and its global relevance to those we serve through **innovation, agility and thoughtful risk-taking**.

Our actions are governed by the highest degree of **ethics, integrity and personal responsibility**, exhibited through **transparency, openness and trust**.

We each will practice **responsible stewardship** for the human, physical, financial and environmental resources entrusted to our care.

Each of us will strive to **exceed expectations** for quality and service in all that we do.

We value **all people** and will invest in their personal and professional growth and development.

We will **exhibit foresight** by monitoring the changing world around us and taking actions today that prepare us to meet future needs of our communities.

We will **seek others** who share our vision and values, and **collaborate** with them on behalf of our communities.

### **Purposes**

*To meet our mission, we are fully engaged in each of the following purposes with the result that our learners meet their goal(s) of being college-ready, transfer-ready, career-ready and ready for lifelong-learning.*

**Associate degree, certificate, and transfer education** in liberal arts and sciences, and occupational studies.

**Career/occupational education and workforce development.**

**Cultural and personal enrichment.**



**Facilitating** baccalaureate and graduate programs.  
 Contributing to **economic development**.

### Current Strategic Directions and Capacities

*In order to accomplish NMC's stated Mission, Vision, and Purposes, organizational activities focus on achieving the following strategic directions and demonstrating competence in Institutional Effectiveness Criteria.*

#### Strategic Directions

1. **Ensure that NMC learners are prepared for success in a global society and economy.**
2. **Establish national and international competencies and provide leadership in select educational areas connected to the regional economy and assets:**
  - **Advanced Manufacturing**
  - **Arts and Culture**
  - **Entrepreneurship and Innovation**
  - **Fresh Water**
  - **Health Care**
  - **Renewable Energy and Sustainability**
  - **Value-Added Agriculture**
3. **Deliver learning through a networked workforce.**
4. **Establish lifelong relationships with learners.**
5. **Transcribe most learning to establish credentials of value.**

#### Institutional Effectiveness Criteria

1. **Scholarship, Enrichment and Workforce: Helping Students Learn**
2. **Partnership:**
  - a. **Economic Development and Community Involvement**
  - b. **Building Collaborative Relationships**
3. **Champion:**
  - a. **Understanding Student and Stakeholder Needs**
  - b. **Supporting Organizational Operations**
4. **Culture: Valuing People**
5. **Operations:**
  - a. **Leading and Communicating**
  - b. **Measuring Effectiveness**
  - c. **Planning Continuous Improvement**

○ Proposed Start

● Actual Start

△ Proposed Completion

▲ Actual Completion

Version Date: 12/4/19

Key Results, Goals, and Targets (Points of Contact and Current Board Levels Goals)		FY17	FY18	FY19	FY20	FY21	Lead Contact
<b>LEARNER SUCCESS (SD1, IE1, IE2, IE3)</b>							
1.	<b>GOAL:</b> Learners will have opportunities for experiential learning in their programs and co-curricular activities (i.e., original research, project based learning, internships, apprenticeships, service learning, entrepreneurial activities, etc.).						<i>Experiential Learning Institute Team (EL)</i>
a.	● TARGET: Creation of the team with charge and preliminary plan.	●		▲			<i>EL, Siciliano</i>
b.	● TARGET: Define Experiential Learning (EL), develop a rubric based on design principles for self-assessment of EL, and provide multiple EL examples for instructors and staff to use as models to apply to their work		●		▲		<i>EL, Siciliano</i>
c.	● TARGET: Complete two cohorts of the EL Fellows program (five fellows per cohort) which will create new EL-intensive opportunities for NMC students.				●	△	<i>EL, Siciliano</i>
d.	● TARGET: Design the formal process and structures to develop, expand and document academic partnerships (for-profit, governmental and non-profit) that provide opportunities for experiential learning in all academic areas.				●	△	<i>EL, Siciliano</i>
e.	● TARGET: Investigate and recommend systems to document NMC's co-curricular experiences.				●	△	<i>EL, Siciliano</i>
2.	<b>GOAL:</b> Complete West Hall Innovation Center and Library project by Spring 2020.						
a.	● TARGET: Complete WH Innovation Center and Library project by Spring 2020.	●			△		<i>Cook</i>
b.	● TARGET: Define and document the operating principles and policies for the use of the West Hall Innovation Center.			○	△		<i>Cook</i>
3.	<b>GOAL:</b> Identify and implement tools for assessing and analyzing student success initiatives.						
a.	● TARGET: Use MySuccess Analytics to identify areas of concern related to student retention and completion and configure the system to manage and track interventions and improvements to College supports.				●	△	<i>Neibauer</i>

	Key Results, Goals, and Targets (Points of Contact and Current Board Levels Goals)	FY17	FY18	FY19	FY20	FY21	Lead Contact
	<b>NATIONAL AND INTERNATIONAL EXPERTISE (SD2)</b>						
<b>4. B1</b>	<b>GOAL:</b> NMC will establish and maintain national/international expertise in select markets leveraging unique regional assets.						
a. <b>B1.T1.</b>	<ul style="list-style-type: none"> <li>TARGET: Expand implementation for Portfolio B &amp; C platforms. (ex: Marine Center)</li> </ul>					Δ	<i>President's Office, Cotto</i>
b.	<ul style="list-style-type: none"> <li>TARGET: Develop a BSMT in Engineering less-than-four-year program for veterans by June 2020.</li> </ul>	●			Δ		<i>Achenbach, Siciliano</i>
c.	<ul style="list-style-type: none"> <li>TARGET: Develop a BSMT in Engineering less-than-four-year program for individuals who have obtained a bachelor's degree prior to enrolling at NMC/ GLMA.</li> </ul>	●			▲		<i>Achenbach, Siciliano</i>
d.	<ul style="list-style-type: none"> <li>TARGET: Continue to pursue the acquisition of a tow vessel that will enable GLMA to offer a new associate program in FY22, and current cadets to earn additional credentials to allow service on tow vessels.</li> </ul>	●				Δ	<i>Achenbach, Siciliano</i>
e.	<ul style="list-style-type: none"> <li>TARGET: Create enrollment and partnership opportunities in areas of national and international expertise. ▲ Marine Center ΔUAS (FY'21) ΔSurveying (FY'20)</li> </ul>	●			▲Δ	Δ	<i>Cotto</i>
f.	<ul style="list-style-type: none"> <li>TARGET: Discover and incubate a China experience within the Marine Technology bachelor's degree program. Incubate and deliver a credential completion program in China. (Please see status update on the relationship with YRCTI. MOU leads to completion of third cohort in Spring 2021. (3.0 language was adapted from earlier paper for HEI seeking alternative definitions to Portfolio language that would serve for evolution of special projects within select institutional agreements.)</li> </ul>	●				Δ	<i>Cotto</i>
g.	<ul style="list-style-type: none"> <li>TARGET: Market additional credentials to augment current degree holders (Level certificates such as UAS).</li> </ul>	●				Δ	<i>Cotto</i>
h.	<ul style="list-style-type: none"> <li>TARGET: Provide/facilitate professional learning and working options within the United States.</li> </ul>	●				Δ	<i>Cotto</i>
	<b>NETWORKED WORKFORCE (SD3, IE4)</b>						
<b>5. B2</b>	<b>GOAL:</b> Successfully facilitate transition of new president and new leadership positions.						
a. <b>B2.T1.</b>	<ul style="list-style-type: none"> <li>TARGET: Transition important internal and external relationships to new president.</li> </ul>			●	Δ		<i>Gorton</i>
c. <b>B2.T2.</b>	<ul style="list-style-type: none"> <li>TARGET: Identify and implement priorities of new president.</li> </ul>			●	Δ		<i>Gorton</i>
c.	<ul style="list-style-type: none"> <li>TARGET: Transition important internal and external relationships to new leadership positions.</li> </ul>			●		Δ	<i>VPs</i>
d.	<ul style="list-style-type: none"> <li>TARGET: Identify and implement priorities of new leadership.</li> </ul>			●		Δ	<i>President's Office</i>

	Key Results, Goals, and Targets (Points of Contact and Current Board Levels Goals)	FY17	FY18	FY19	FY20	FY21	Lead Contact
	<b>LIFELONG RELATIONSHIPS (SD4)</b>						
<b>6. B3</b>	<b>GOAL:</b> NMC will expand internal and external community engagement efforts.						
a. <b>B3.T1.</b>	<ul style="list-style-type: none"> <li>TARGET: Coordinate a centralized system for integration of internships, apprenticeships, and similar experiences.</li> </ul>	●				Δ	<i>Cotto, Siciliano</i>
b. <b>B3.T2.</b>	<ul style="list-style-type: none"> <li>TARGET: Develop, adopt and execute an institution-wide marketing and comprehensive communications plan.</li> </ul>	●			Δ		<i>Fairbanks</i>
	<b>TRANSCRIBE LEARNING (SD5)</b>						
<b>7.</b>	<b>GOAL:</b> Develop and continuously update comprehensive globalization report to Board.						
a.	<ul style="list-style-type: none"> <li>TARGET: Document instructional process for international joint degree recognition for NMC.</li> </ul>	●			Δ		<i>Cotto</i>
b.	<ul style="list-style-type: none"> <li>TARGET: Document professional certifications</li> </ul>		●		Δ		<i>Cotto</i>
<b>8.</b>	<b>GOAL:</b> Formalize standardize and document the processes to award credit for non-credit experiences.						
a.	<ul style="list-style-type: none"> <li>TARGET: Processes are available to use in FY21.</li> </ul>		●			Δ	<i>Neibauer, Cotto</i>
	<b>FISCAL THRIVEABILITY (IE3, IE5)</b>						
<b>9. B4</b>	<b>GOAL:</b> NMC will develop and implement a budget plan that includes expansion of revenue opportunities along with operational efficiencies to assure fiscal thriveability.						
a. <b>B4.T1.</b>	<ul style="list-style-type: none"> <li>TARGET: Implement a preliminary business model for Extended Education which addresses a sustainable funding strategy.</li> </ul>	●			Δ		<i>Cotto, Matchett</i>
b. <b>B4.T2.</b>	<ul style="list-style-type: none"> <li>TARGET: Implement Enrollment Plan with focus area on the expansion of course and student service formats attractive to working age adults and the recruitment of those without a post-secondary credential.</li> </ul>			●		Δ	<i>Neibauer</i>
c. <b>B4.T3.</b>	<ul style="list-style-type: none"> <li>TARGET: Research implementation of alternative course formats beneficial to working adults including shorter length courses and the expansion of online offerings.</li> </ul>				●	Δ	<i>Neibauer</i>
d. <b>B4.T4.</b>	<ul style="list-style-type: none"> <li>TARGET: Successfully complete the Be What's Possible campaign for NMC, through the NMC Foundation, with the volunteer campaign steering committee.</li> </ul>				●	Δ	<i>Teahen</i>

**Definitions/Key:**

**Discovery, Incubate, Accelerate** – These terms reference key steps in the DIA Innovation Model ([Gina O'Connor, 2005](#)) that NMC has adopted. Each of these stages of radical innovation reflect competencies. Discovery is about exploration – the creation, recognition, elaboration, and articulation of opportunities – with an outcome that is actionable within the Decision Making process – an Idea Summary at a minimum. Incubation is about experimentation, piloting – evolving the opportunity into a business proposition. Acceleration is about full implementation – ramping up the business to stand on its own.

**Curriculum Map** - Maps program outcomes to specific courses (i.e., Dental Assisting program map)

**Impactful Practices** – Is a preferred alternative to what is more commonly referred to as “best practices”.

**Thriveability** – To grow in a sustainable way.

**B1.T1.** – This coding reflects a notation for referencing the Board Level Goals. “B” stands for Board and “T” for Target. Therefore “B1.T1” is the Board Goal #1, Target #1.

**Portfolio A,B,C –**

Portfolio A = Academic offerings of the college priced at traditional community college rates.

Portfolio B = Offerings of the college’s programs and services that can be priced outside the traditional rate system and can be marketed to individuals who may not be normally served by the traditional community college. These learners include those coming beyond our traditional service area and who are seeking state, national and international credentials based on the college’s specialty areas.

Portfolio C = Offerings utilizing intellectual property that may be related to college offerings but are held by partner organizations. The partners work together to market offerings as Portfolio C.

Planning Definitions:

***NMC Strategic Directions***

SD 1. Ensure that NMC learners are prepared for success in a global society and economy.

SD 2. Establish national and international competencies and provide leadership in select educational areas connected to the regional economy and assets:

- Applied Technology
- Arts and Culture
- Fresh Water
- Innovation/Entrepreneurism
- Value-Added Agriculture

SD 3. Deliver learning through a networked workforce.

SD 4. Establish lifelong relationships with learners.

SD 5. Transcribe most learning to establish credentials of value.

***NMC Institutional Effectiveness Criteria***

These criteria are defined in NMC Board Policy C-104.00.

1. Learning

a. Scholarship (IE1)

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.

b. Enrichment (IE1)

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.

c. Workforce (IE1)

NMC is a significant contributor to regional economic development. The College supports economic development by providing programs responsive to key economic drivers and in support of business and partnership needs. NMC is committed to working collaboratively with community agencies, assessing the economic climate, and providing excellent and reputable training and research programs and services. The workforce criterion assesses how well NMC serves in this capacity.

2. Organization

a. Partnership (IE2)

NMC develops and maintains collaborative relationships with the communities it serves to create a learning-centered College that meets the needs of its students and stakeholders. To this end, NMC effectively communicates with its communities. It successfully raises resources to support strategic initiatives. NMC develops meaningful relationships with partners in seeking out potential areas for improvement. The partnership criteria assesses the extent to which NMC effectively builds relationships with educational institutions, businesses, service organizations, external agencies, alumni and the general community to fulfill its mission.

b. Operations (IE5)

NMC conducts College operations in a manner reflecting the highest standards of business and professional ethics, legal compliance, and accountability to the public trust. College leaders guide the institution in establishing and accomplishing institutional directions and action plans and in seeking opportunities to build and sustain an effective learning environment. NMC promotes a goals and outcomes related culture by collecting and using data to responsibly manage its operations and to continuously improve.

c. Champion (IE3)

NMC is committed to supporting (championing) students in a learning-centered environment. NMC seeks to understand student and stakeholder needs and expectations through a variety of methods. NMC provides quality academic and support services with the goal of meeting students' needs in an environment of continuous improvement. The champion criterion evaluates how well NMC understands its students' and stakeholders' needs and how well it supports those needs.

d. Culture (IE4)

NMC fosters a work environment that reflects the College's values and leads to an effective work culture. NMC is committed to the development of the talents and continuous learning of all its faculty, staff, and administrators. NMC manages its employees through effective personnel processes.

STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
Learner Success (SD1, IE1, IE2, IE3)	
<b>B1.</b> <b>GOAL:</b> Complete West Hall Innovation Center and Library project by Spring 2020.	<b>T1.</b> <b>TARGET:</b> Complete West Hall Innovation Center and Library project by Spring 2020.  <b>T2.</b> <b>TARGET:</b> Define and document the operating principles and policies for the use of the West Hall Innovation Center.

**Board Goal 1 Target 1:** Complete WH Innovation Center and Library project by Spring 2020. (Cook)

*West Hall Innovation Center targeted opening is currently scheduled for March 2020. We are continuing to work with Spence Brothers and other general trades contractors to determine if we can shorten the schedule. Updates on the project are presented to the Building and Site Committee and Board of Trustees on a monthly basis. We have also established a project website that reports progress of the project. The project continues to be on budget at this time and we do not anticipate any changes to the construction budget.*

**Board Goal 1 Target 2:** Define and document the operating principles and policies for the use of the West Hall Innovation Center (Cook)

*We established a Steering Committee for the West Hall project during the design phase. This Committee helped in guiding the architect in room layout, equipment needs and furniture requirements. We will begin meetings this summer with the Steering Committee and Central Scheduling to establish operating and scheduling policies and procedures.*

STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
Learner Success (SD1, IE1, IE2, IE3)	
<p><b>B2.</b> <b>GOAL:</b> Identify and implement tools for assessing and analyzing student success initiatives.</p>	<p><b>T1.</b> <b>TARGET:</b> Use MySuccess to track appointments for subset of student services, conduct training on the communication and analysis tools available in the system, and identify most important factors/metrics for predicting student success.</p>

**Board Goal 2 Target 1:** Use MySuccess to track appointments for subset of student services, conduct training on the communication and analysis tools available in the system, and identify most important factors/metrics for predicting student success. (Neibauer)

MySuccess has been successfully used to schedule and track appointments and supports for the Writing and Reading Center, Academic and Career Advising, and Success Coaching. Advising has also implemented the check-in kiosk which allows us to track walk-in appointments and manage student wait times. Tutoring and the Math and Science Centers are using the kiosk as well. All of the service usage that has been tracked will continue to feed the data model that measures the impact of different services on student success. In addition to tracking services, work has been completed on the attributes used to query particular groups of students meeting selected criteria for communication and service delivery.

Training has been completed for the initial groups using MySuccess and training materials have been developed to widen the number of groups using the system. Initial training using analytics took place on October 25th. Our first glance at analytics is underscoring the importance of early momentum for our students to be successful. While there are many variables that influence early momentum, withdrawals, in particular, are an area for immediate focus. We will be examining the practice we currently have in place to add more guidance to students when they are considering withdrawals from a course.



STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
National and International Expertise (SD2)	
<p><b>B3.</b> <b>GOAL:</b> NMC will pursue national/international program level accreditations.</p>	<p><b>T1.</b> <b>TARGET:</b> Successfully achieve HLC accreditation reaffirmation. (Fall 2019)  <b>T2.</b> <b>TARGET:</b> The ADN and PN Programs successfully achieve ACEN reaccreditation.  <b>T3.</b> <b>TARGET:</b> GLMA Deck, Engine Programs and the Continuing Education AB Program achieve USCG reaccreditation.  <b>T4.</b> <b>TARGET:</b> Engineering Technology Program successfully achieve ABET accreditation. (ABET visit in 2019)</p>

**Board Goal 3 Target 1:** Successfully achieve HLC accreditation reaffirmation. (Fall 2019) (Siciliano, Evans)

The Higher Learning Commission (HLC) Peer Review Team visited NMC in March 2019 as part of the Comprehensive Evaluation. The purpose of the visit was for the team to verify information previously submitted in the College’s Systems Portfolio, Federal Compliance Packet, and Quality Highlights Report. The team met with various groups over the course of two days including:

· Action Project Teams	· Assessment Team	· Community Members	· Faculty and Staff
· President’s Council	· Quality Coordinating Team (QCT)	· Board of Trustees	· Students

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The Comprehensive Evaluation ultimately leads to an action regarding the reaffirmation of NMC's accreditation. The College received the team's final report which was forwarded to the Institutional Actions Council (IAC) in May 2019, a decision-making body of the HLC. The report included the following conclusion and recommendations to the IAC:

- NMC has "met" all criteria for accreditation
- NMC be eligible to choose the Open or Standard Pathway
- No Interim Monitoring is recommended

The team shared that "NMC has enjoyed success as an AQIP institution and there is a culture of continuous quality improvement evident at the College" and that "the College will likely continue to thrive with either the Standard or Open Pathway, but that the Open Pathway might be the best fit for a College with a robust and mature CQI methodology in place."

On August 2, 2019, the College received formal notification and official record of action taken by the IAC on July 29, 2019.

**Action: IAC continued the accreditation of NMC with the next Reaffirmation of Accreditation in 2028-29.**

**Action: IAC concurred with the evaluation findings and voted to affirm NMC's eligibility to select the Standard or Open Pathway for reaffirmation of accreditation.**

The College reviewed the two pathways through our Shared Governance Process. On August 14, 2019, the College took action to select the Open Pathway for reaffirmation of accreditation. The Open Pathway follows a 10-year cycle with a focus on quality assurance and institutional improvement. It is unique in that its improvement component, the Quality Initiative, will afford NMC the opportunity to pursue improvement projects that will meet our current needs and aspirations.

The following highlights the various components leading to the next Reaffirmation of Accreditation in 2028-2029:

- Years 1 -3 :            Prepare Assurance Filing
- Year 4:                Assurance Review
- Years 5-7:            Quality Initiative Proposal
- Years 7-9:            Quality Initiative Report
- Year 10:               Comprehensive Evaluation for Reaffirmation

**Board Goal 3 Target 2:** The ADN and PN Programs successfully achieve ACEN reaccreditation. (Schmidt, Siciliano)

A site visit was conducted on September 18-20, 2018, for a reaccreditation visit for the ADN and PN programs. Four peer evaluators were on campus during this time to meet with the Director of Nursing, faculty, staff, and students and to tour the facilities. They also traveled to Munson Medical Center to interview nursing staff. On May 1, 2019, NMC was notified that the Nursing Programs received full accreditation with the next visit to be scheduled in eight years.

**Board Goal 3 Target 3:** GLMA Deck, Engine Programs and the Continuing Education AB Program achieve USCG reaccreditation.

(Achenbach, Siciliano)

The GLMA comprehensive program (cadet deck and engine program) was re-approved by the USCG in February 2019. The GLMA continuing education able seaman (AB) course was re-approved by the USCG in April 2019. Each approval is valid for five years.

**Board Goal 3 Target 4:** Engineering Technology Program successfully achieve ABET accreditation. (ABET visit in 2019) (Bailey, Slade, Cotto)

*Spring 2019*

*ABET accreditation process for 2019 includes:*

- *team participation in ABET conference in April*
- *self-study to be submitted by July 1, 2019*
- *NMC reps (1-2) to participate in ABET mid-July meetings*
- *acceptance of NMC application for 3-day site visit - Fall, 2019*
- *Internal team continues work in preparation for fall 2019 site visit*

October 2019:

- ABET review team completed site visit, October 14-16, 2019
- Preliminary program review anticipated for corrections of fact by November 1, 2019

STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
Lifelong Relationships (SD4)	
<p><b>B4.</b>  <b>GOAL:</b> NMC will expand community awareness efforts both externally and internally.</p>	<p><b>T1.</b>  <b>TARGET:</b> Conduct, analyze, and prepare a report of the Community Attitude and Awareness Survey results.</p> <p><b>T2.</b>  <b>TARGET:</b> Develop, adopt and execute an institution-wide marketing and comprehensive communications plan.</p>

**Board Goal 4 Target 1:** Conduct, analyze, and prepare a report of the Community Attitude and Awareness Survey results. (Evans)

The Community Attitude & Awareness Survey is conducted approximately every three to five years, or as needed, in order to gather feedback from residents of the NMC six-county service area: Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, and Wexford counties. Our most recent survey was conducted in November 2018. The methodology was different for the current study in that respondents had the opportunity to respond to the survey either by telephone or online. The report highlights several key findings:

- NMC is in a good position in the community. Key indicators have held relatively steady or improved from the previous 2014 tracking survey.
- Two-thirds of area residents rate the College favorably.
- More than three out of five residents grade the College’s job performance as eight or higher on a scale of one to ten. In particular, NMC received high ratings on its overall reputation, the value of the education it provides, and the appearance of its campuses.
- Residents place high importance on associate degree programs, access to other college programs, and providing credit to high school students. NMC’s job performance is also highly rated on these initiatives.
- Potential areas for improvement for NMC in the eyes of local residents are online courses and bachelor’s degree offerings.
- Information about NMC is most likely to come from word of mouth, from students, or from a local newspaper or radio.

The results of the report were presented to the Leadership Council at a regular meeting and made available to the public as well as to the NMC community. The results continue to be used by NMC’s PR Marketing & Communications to focus on increasing and improving our community’s perception of NMC.

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**Board Goal 4 Target 2:** Develop, adopt and execute an institution-wide marketing and comprehensive communications plan.

(Fairbanks)

Since May 2019, NMC has been working brand strategy initiative with Longblink, led by NMC alumnus John Militello. This work will build upon NMC's strong reputation, while also elevating and updating the overarching brand to reflect NMC as innovative leaders to our wide variety of audiences and have greater brand integrations, recognition and support throughout the brand architecture to achieve mutual success. Phases one and two were completed in July 2019 with a summary presented to the Board at its July meeting.

The project to date has:

- Audited NMC brand and business needs
- Identified common themes across college programs and offerings
- Identified key business and messaging territories for the vision

Future phases could include:

- Prioritize and recommend:
  - Brand architecture
  - Brand identity
  - Messaging
  - Engagement tools
  - Brand standards
  - Communications
  - Identify key barriers to overcome
- Finalized materials include:
  - Brand purpose for NMC
  - Plan to get there

NMC is also working with Longblink on recommendations for developing organizational structure and capacity to support this work, similar to efforts to restructure the NMCF ahead of its campaign.

11/4/2019

STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
Transcribe Learning (SD5)	
<b>B5.</b> <b>GOAL:</b> Develop and continuously update comprehensive globalization report to Board.	<b>T1.</b> <b>TARGET:</b> Document instructional process for international joint degree recognition for NMC. <b>T2.</b> <b>TARGET:</b> Document professional certifications.

**Board Goal 5 Target 1:** Document instructional process for international joint degree recognition for NMC. (Cotto)

Spring 2019

Current prototype for international joint degree program is in partnership with Yellow River Conservancy Technical Institute, Kaifeng, China. In consultation with our HLA Liaison, the working prototype is qualified as follows:

- YRCTI associate degrees awarded in construction management and marine technology via use of an articulation agreement assuring reverse transfer of up to 60 YRCTI college credits, direct delivery of 15 NMC specialty technical credits to closed cohort of YRCTI students on-site (China) to meet NMC degree requirements upon successful assessment and completion.
- Development and implementation of formal articulation agreement which affirms institutional partner with its respective regulatory agencies, establishes program delivery schedules, funding mechanism, professional development requirements, equipment and facilities requirements, and institutional framework to assess program outcomes and sustainability. (Current MOU with YRCTI establishes a three-cohort cycle. NMC is currently enrolling Cohort 3 for program completion in 2020. YRCTI professional development visits include January 2019, and a proposed extended training in July 2019.)
- Course and content alignment developed jointly by instructional teams, with learner and institutional outcomes and goals delineated.
- Admission process takes place by NMC teams at YRCTI, transcripts submitted to NMC. Cohorts 1 and 2 of construction management have completed requirements as has Cohort 1 of marine tech. Marine tech Cohort 2 is completing June 2019. Diplomas awarded upon completion of final transcript verification.

October 2019

- YRCTI model transcripts reviewed, degree processing upon electronic receipt by NMC Office of Admissions
- 160 diplomas will be conferred by December 2019; 80 additional degrees will be conferred in July 2020

**Board Goal 5 Target 2:** Document professional certifications. (Cotto)

*Summer 2019 is currently enrolling for the ADCI ROV Entry Level Pilot Training, an internationally recognized professional credential commissioned for delivery by the Association of Dive Contractors International.*

- *ADCI prototypes various formats including the multi-year subscription model that allows working professionals to maintain licensure in their technical specializations over a multi-year cycle.*
- *Required training for Entry Level Pilot Training includes a combination of 16 associate's level and 4 bachelor's level course. Training cost ranges from \$7,670 in-district, \$9,500 (in-state and veterans), through \$10,570 out-of-state.*

*The Extended Education Catalog currently offers the following short-format professional certifications, or certification prep (for third party licensure):*

- *Certified Nurse Assistant (CNA)*
- *Personal Training - ACE*
- *Wilderness Medical Training*
- *SCESCH continuing education for Michigan certified teachers*

*Assessment of the July 2019 cycle will be available by September 2019. An extended inventory of professional development certifications will be available by October 2019.*

October 2019

- *Completion of PD certification inventory will be December 2019 to accommodate schedule of new PD programming coordinator in EES.*

STRATEGIC GOAL	KEY RESULTS, GOALS, AND TARGETS
Fiscal Thriveability (IE3, IE5)	
<p><b>B6.</b>  <b>GOAL:</b> NMC will develop and implement a budget plan that includes expansion of revenue opportunities along with operational efficiencies to assure fiscal thriveability.</p>	<p><b>T1.</b>  <b>TARGET:</b> Implement a preliminary business model for Extended Education which addresses a sustainable funding strategy.</p> <p><b>T2.</b>  <b>TARGET:</b> Implement Enrollment Plan with focus areas on working age adults, extra-regional and international enrollment.</p>

**Board Goal 6 Target 1:** Implement a preliminary business model for Extended Education which addresses a sustainable funding strategy. (Cotto, Matchett)

*Spring 2019*

*FY19 will be a break-even earnings year for Extended Educational Services as revisions to both catalog development and online access continue implementation and market testing. Growth areas continue to be in College for Kids and Life Academy programming.*

*As in FY19, FY20 will continue to feature the collaboration with Rotary Foundation to provide Level I of NorthSky Non-profit courses and professional development workshops. These offerings are part of the proposed expansion of non-manufacturing specific workforce and professional development non-credit programming, designed to complement the collaboration with the Michigan Manufacturing Technical Center in support of regional manufacturing.*

*Spring 2020 should see the expansion of the EES catalog to provide a unified portal for all non-credit professional development. EES Elevate online registration system is simplifying access to PD, certifications, and training opportunities for groups or individuals, also providing a platform via direct mail to the multiple partners through which we provide online opportunities.*

*EES uses LERN (national association) benchmarks to evaluate pricing models and establish revenue expectations.*



11/4/2019

October 2019

Changes in the NMC Training Services and EES areas include reorganization of EES budget model for FY'20. The following excerpt, part of the June PBC discussion on the changes, illustrates the scope of work as projected:

"Future state

... a mutual goal of both NMC and MMTC is to reduce duplicative efforts in the marketplace that would negatively impact both organizations. As a long-standing goal within the LPL service-level strategy, this would be the opportunity to integrate non-manufacturing focused workforce content more visibly and strongly within EES, including support and coordination of the NJTP program.

Outcomes to the public would include:

- Simpler access point for services to employers and individuals seeking workforce (technical) and professional services, either under open enrollment courses and workshops, or, as part of customized opportunities. One integrated web presence.
- Amplify the use of the Extended Educational Services catalog as a common access point for business and industry, providing a guide to open and customized offerings, and a higher profile marketing instrument for cross-selling NMC services and partnerships in regional economic development. The partnership with MMTC would be a prime example of such collaborations in support of a particular economic sector.
- Continued streamlining of organizational units to improve clarity and focus of service lines, leveraging technology to reduce duplicative service levels (for example, use of the ELEVATE online registration portal to support all professional development registrations and customized group services campus-wide operating under Portfolio B business plans).
- Expand effective partnerships and collaborations that allow us to network with prime providers in the delivery of services and learning opportunities that benefit the region without having to own all the resources that are required.

Work to be done

EES, which current has 5 full-time staff, would be reassigned two new positions, one to establish a Program Coordinator for Workforce, one for contract management (independent contractors, servicing NJTP agreements). The program coordinator would have responsibility for open enrollment course and workshop development and for ensuring standards of delivery for content. The second position would take responsibility for all independent contractor and adjunct agreements in the unit. Annual service fees from NJTP contracts would support the contract management position; standard programmer metrics of earning a 2.5 to 3.0 multiplier to personnel cost will apply to the Program Coordinator. My recommendation also includes an additional allocation in the EES operating budget to support catalog improvements and marketing through FY '21."

11/4/2019

**Board Goal 6 Target 2:** Implement Enrollment Plan with focus areas on working age adults and extra-regional enrollment. (Neibauer)

There are several strategies being implemented simultaneously to address working age adults. These include NMC joining the Degrees When Due (DWD) initiative to re-engage with adult learners who have some college but no credential. DWD is a national initiative being coordinated in Michigan by the MCCA. The training for participation in this effort began on October 17th. The potential impact of the MI Reconnect plan would also boost enrollment for this population.

NMC has also been expanding the availability of online courses and will look to implement a plan to create several more online courses that will address areas of high demand and look to create better systemic supports for online learners. Online courses are desirable to working populations but they also expand options for dual-enrolled students and create scheduling flexibility for all students which aids in completion.

Over the last year NMC has been pursuing a digital marketing strategy aimed at increasing exposure of our specialty programs to potential students outside of our service area. Enrollment from out of state has risen over the last year and accounts for 5% of the Fall 2019 enrollment. New ads were also released this past summer specifically to reach adult learners.

# Northwestern Michigan College Strategic Enrollment Management Plan

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## Goal Area 1: Enrollment and Recruiting

### Environment

Years of declining unemployment have heavily influenced the current, year over year declining enrollment that NMC has experienced. According to the [University of Michigan's Research Seminar in Quantitative Economics](#), unemployment rates are expected to continue to decline through at least the end of 2019.

In addition to the impact of the area's economy, enrollment has also been affected by a multi-year decrease in the number of graduates from area high schools as well as a decline in the percentage in the number of graduates enrolling in college within six months. While both of those metrics were up slightly for 2018 graduates in comparison to previous years, there were fewer 2019 graduates and the 2020 class is predicted to be down an additional 4%. It is anticipated that the average rate of population growth for 18-24 year olds will grow in Grand Traverse County at 0.5% annually through 2025. However, the population in that age range in the other service area counties is expected to decline

slightly through 2025. This age range, when combined with NMC's under 17 population, accounts for around 70% of enrollment as measured in contact hours.

For the population in our six service area counties over the age of 25, over 50% that have a high school diploma have either not attended or not completed a college degree. While these are prime wage earning years and the economy has improved, there is still opportunity to reach out to these potential students through both the academic and non-credit units of the college.

These factors, taken together, point to enrollment that is likely to continue to decline through 2020. Long term projections from the Western Interstate Commission for Higher Education point to 20,000 fewer high school graduates annually in Michigan by 2030.

### Goals/Strategies

- Continue marketing specialty programs outside the region to increase out of service area and out of state enrollment.
- Increase percentage of service area high school graduates attending immediately after high school. Recruit in service area and in-district by being in their high schools at least twice a month - in addition
  - HS Seniors - month of October - College application Month - State Initiative MCAN
  - Continue to engage local school districts to foster dual enrolled and early college student enrollment. Seek opportunities to increase this early enrollment within schools located in service area counties. This growth is largely dependent on online course availability.
    - Assist with application submissions
    - Training on how to order high school transcripts through parchment

- Proctor Accuplacer testing at high schools
  - Provide advising in collaboration with Academic Advising to all Early College Students at least once a semester
  - Assist with registration of courses each semester
  - Modify marketing plan to include a message of NMC as a high value choice for all students in contrast to competitors and specific ads targeted at dual enrollment.
  - Assist with orientation sign up and Pilot HS specific orientations based on need.
- Expand recruiting efforts within academic departments. Admissions department will assign recruiters to work more closely with each academic area on recruiting strategies and activities.
  - Enrollment Services staff present financial aid information nights and FAFSA workshops throughout the region.
  - Continue to offer a campus visit program for individual students and groups
  - Consolidate application and registration fees into single general fee to remove impediments to enrollment and simplify cost of attendance calculation for students. *Completed*
  - Leverage new housing in marketing and recruitment to boost enrollment of international and out of state students, specialty programs and enrollment from service area counties.
  - Leverage/expand existing relationships with area companies (Training Services, etc), and develop new ones, to recruit employees for certificate and degree programs.
  - Continue to recruit veteran students (adult population) in six county area by attending and belonging to various veterans organizations.

## Goal Area 2: Course and Program Offerings

### Environment

Over the last several years, the percentage of online courses offered at NMC has remained low in comparison to other community colleges where that number has been rising. Nationwide, 75% of community colleges offer a larger share of their sections online than NMC. This is an area of opportunity to increase enrollment for those needing flexibility to address work and family needs, guest students attending other institutions and high school students with transportation challenges preventing dual enrollment.

At a time when overall college enrollment is decreasing nationwide, the number of students taking at least one online course has increased since 2012. In 2015, public non-profit institutions represented the majority of the enrollment (67.8%), with two-year institutions representing 44.7% of the 4,080,565 of public nonprofit institution enrollment. At institutions similar in size to NMC (1,000 - 4,999 students), 28% of students are either taking some distance courses or exclusively taking distance courses;

sixteen percent are taking some distance courses, 12% are exclusively online. (Digital Learning Compass: Distance Education Enrollment Report 2017)

At NMC, the percentage of our total course sections that are offered online was 13% for 2018. Summer online courses offered has fluctuated from 19% in 2013, dipped to 16% in 2014 and was back to 18% in 2016. Enrollment during this time period has fluctuated, but follows the pattern of online section increase or decrease.

The College is also considering a dramatic increase in the number of shorter length courses. Other colleges have made this transition and have seen gains in retention and completion. There is currently a committee that will evaluate all of the factors that need to be considered for this type of transition and will make a recommendation to leadership upon concluding their research.

### Goals/Strategies

- By the end of 2020-21, increase the number of credit courses offered by non-traditional methods by 10% (hybrid, online, time of day, weekends, etc.).
- Increase summer online section offerings to attract more guest students.
- Increase the number of online course sections for the top 6-8 transferred general education courses.
- Investigate switching to 7-8 week terms within Fall and Spring semesters to boost success and retention.
- Tap into full-time workforce, offer more flexible, conveniently timed, compact credentials.

## Goal Area 3: Affordability and Financial Access

### Environment

Unemployment in the region has continued to decline while average household income has risen, though, at only half the national rate. NMC has seen a continued decrease in the percentage of students receiving financial aid which was at 49% of the unduplicated count for the 2017-18 academic year. Federal government actions on many aspects of financial aid also have the potential to create financial hardship for students. While the return of year round Pell in 2017-18 is positive news, the president's budget is dramatically decreasing or eliminating other programs. Uncertainty over the availability of aid may lead some to postpone post-secondary education in the short term or longer if these cuts become part of the final budget.

In contrast, the NMC Foundation has provided increasing levels of support to our students in the form of scholarships. The Financial Aid department is working to increase the percentage of students who apply for these scholarships and continues to use discretionary scholarship dollars to help students in need.

### Goals/Strategies

- Review and revise the use of scholarships to strategically support enrollment.
  - Increase the number of scholarship dollars offered during the recruiting phase particularly for unique programs that pull from beyond the service area.
  - Set deadlines for the award of all department scholarships. Scholarships not awarded by the deadline will revert to the Financial Aid office to be awarded based on the appropriate criteria.
  - Provide /Promote scholarships to help students complete their program.
  - Provide/Promote scholarships for consortium students to help encourage continuation at NMC.
- Increase foundation gifts to Commitment Scholarship Program to meet need of larger cohorts.
- Investigate adding a financial aid workflow system to greatly enhance the financial aid experience for students, improve first effort success rates and increase the efficiency of staff processing. - Completed
- Strategies for leveraging Summer Pell include:
  - Develop more model schedules that include summer courses.
  - Jumpstart program in summer for new students- Math/English courses plus NMC experience
- Develop additional 3+1 and 2+2 programs that address careers in high demand.

## Goal Area 4: Student Success/Completion

### Environment

In the most recent data, NMC's comprehensive success rate exceeded the state average for community colleges at each time increment (2 year through 6 year). Continuing the implementation of MAP will benefit students and the staff/faculty who assist them by making their progress and paths much clearer. MAP along with the new data analytics system will help uncover new areas where progress can be made.

In conjunction with an increase in online sections available more effort will be needed to close the achievement gap between online and traditional courses.

The College has also begun work on two initiatives, Degrees When Due and an Economic Stability grant (MI\_BEST) that will support student success.

### Goals/Strategies

- Increase student rates for persistence and completion.
  - Continue implementation of MAP to include Plans for all incoming students.
  - Implement data analytics and reporting platform to predict which students will need assistance.
  - Enable academic departments to easily audit student progress towards credential attainment.
  - Broaden training and participation of faculty advisors.
  - Prompt new students to complete at least one full time semester.
  - Move towards full-time status each semester for specific cohorts of students - Commitment, International, Nursing, FTIAC
  - Explore ways to track and monitor students' level of decidedness and their movement through the career decision-making process.
  - Complete and disseminate student milestone timeline indicating key outcomes based on credit thresholds.
  - Identify data analytics and corresponding interventions for student success to be implemented by advisors, as a means for providing targeted services.
- Improve success rates for online courses.
  - Increase academic supports for online students to meet growing number of courses and students enrolled including consideration for a dedicated online academic success coach.
  - Continue the newly implemented online course review program and delivery of the Teaching Solutions training for online instructors.

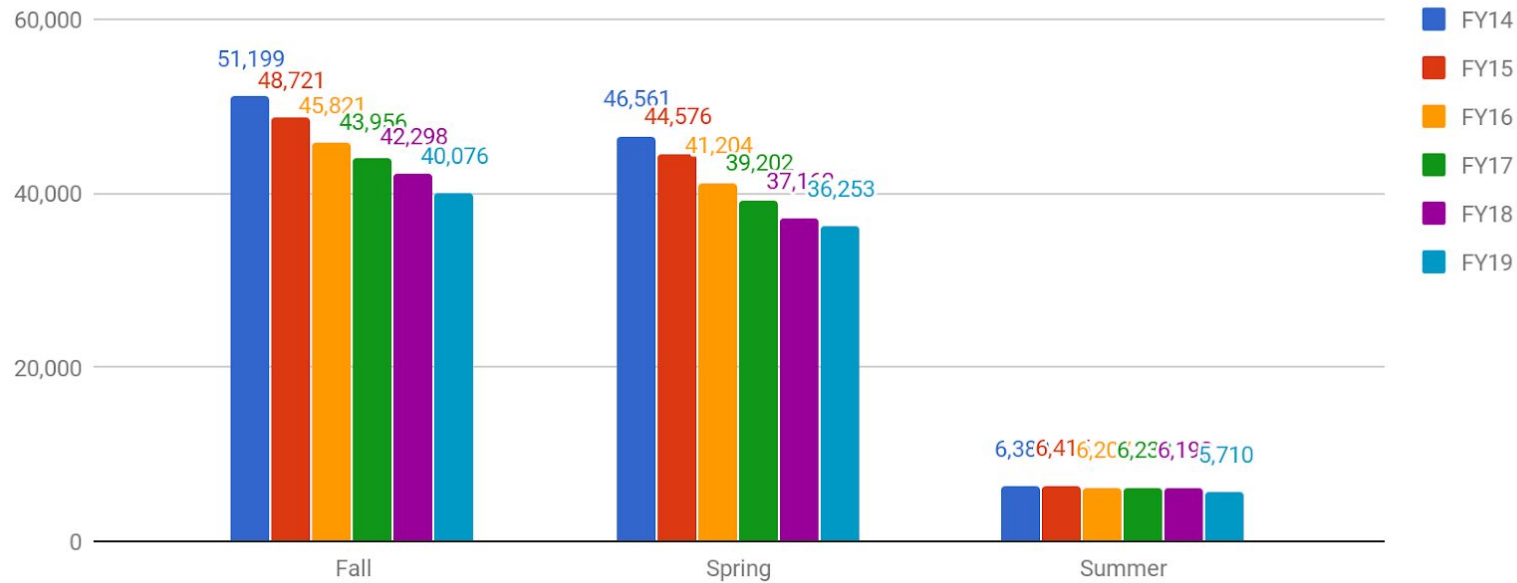


## Data Appendix

### Enrollment FY14-FY20

Source: NMC Digital Dashboard

#### Contact Hours FY14 - FY20



### Non-Citizen Registration

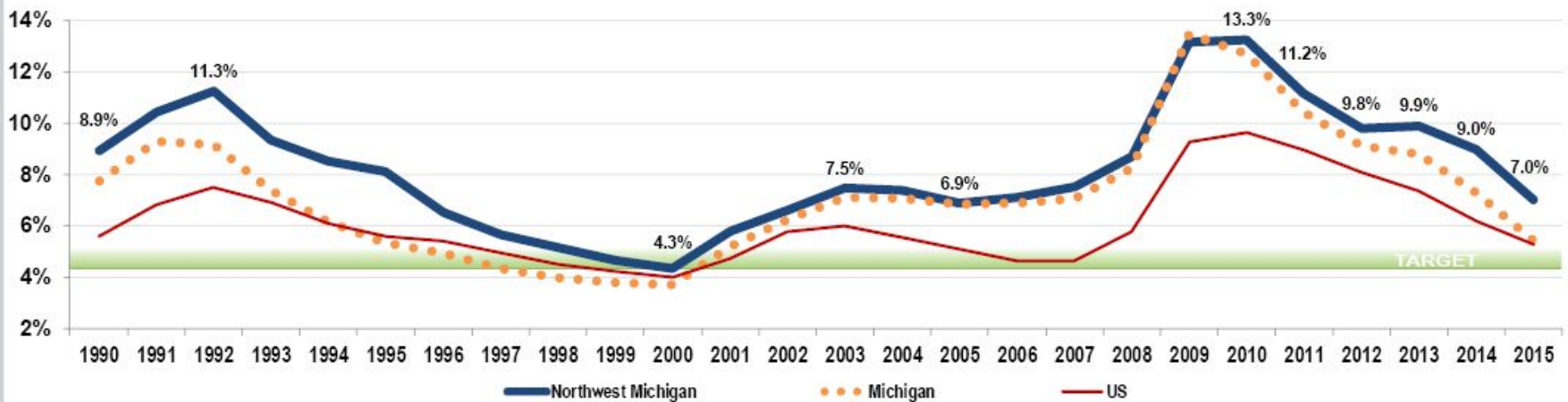
Source: NMC Digital Dashboard

	FY14	FY15	FY16	FY17	FY18	FY19	FY20
<b>Fall</b>	1.3%	2%	2.2%	2.4%	2.6%	1.6%	1.1%
<b>Spring</b>	1.4%	1.7%	1.9%	2.3%	2.6%	1.6%	
<b>Summer</b>	2.7%	4.6%	4.6%	4.5%	4.3%	4.2%	

## Regional/State/US Annual Unemployment Rates 1990-2015

Source: *BenchmarksNW* <http://www.benchmarksnorthwest.org/dashboard.html>

Metric	Target	Base Data (Year)	Current Data (Year)	% Change From Previous Period	Performance Indicator	% of Target Achieved
<b>4 Unemployment Rate</b> <small>Source: US Bureau of Labor Statistics, (2015 Annual)</small>	<b>4.3%</b> Lowest Unemployment Rate Experienced 1990-2013	<b>13.3%</b> (2010)	<b>7.0%</b> (2015)	<b>-2.0%</b>		<b>70%</b>

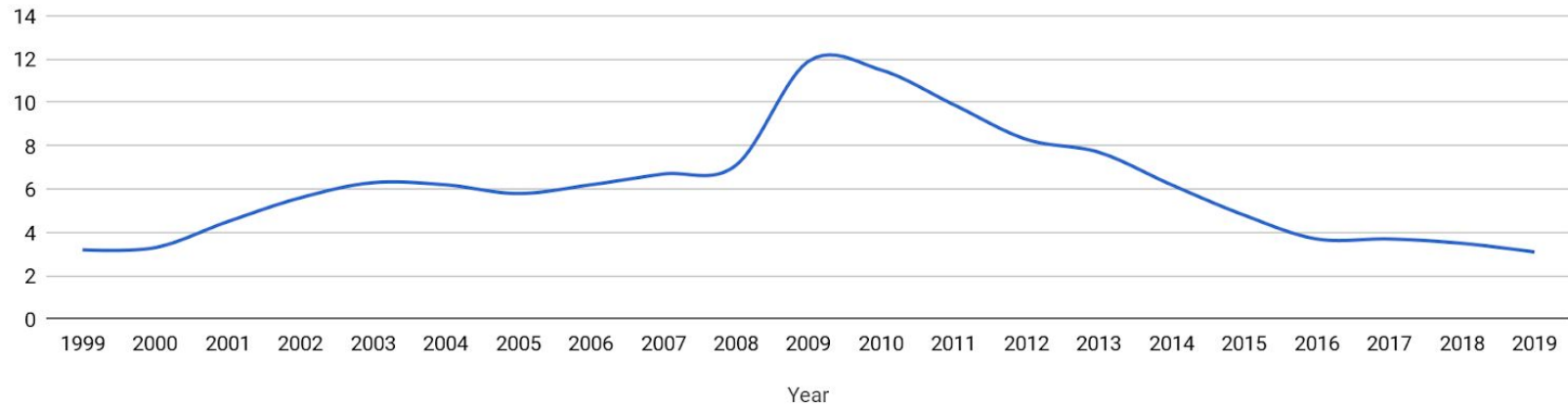


Community college enrollments have been shown to rise and fall in unison with local unemployment rates. *“Community Colleges and Labor Market Conditions: How Does Enrollment Demand Change Relative to Local Unemployment Rates?”*, Nicholas W. Hillman and Erica Lee Orians

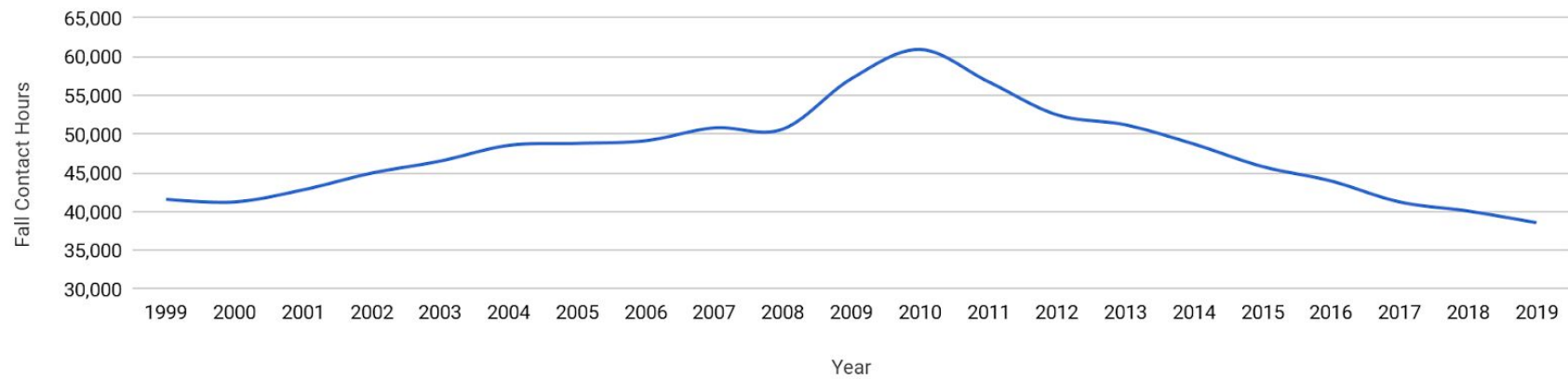
## May Unemployment and Fall Contact Hours since 1999

Source: <https://fred.stlouisfed.org/series/MIGRAN0URN> and NMC Digital Dashboard

### Grand Traverse County Unemployment Rate - May



### Fall Contact Hours



## Area Graduates

Source: <https://www.mischooldata.org>

	2012	2013	2014	2015	2016	2017	2018
<b>TBAISD graduates</b>	1,651	1,571	1,514	1,464	1,489	1,469	1,502
		-4.8%	-3.6%	-3.3%	1.7%	-1.3%	2.2%

## Rate of college attendance within six months

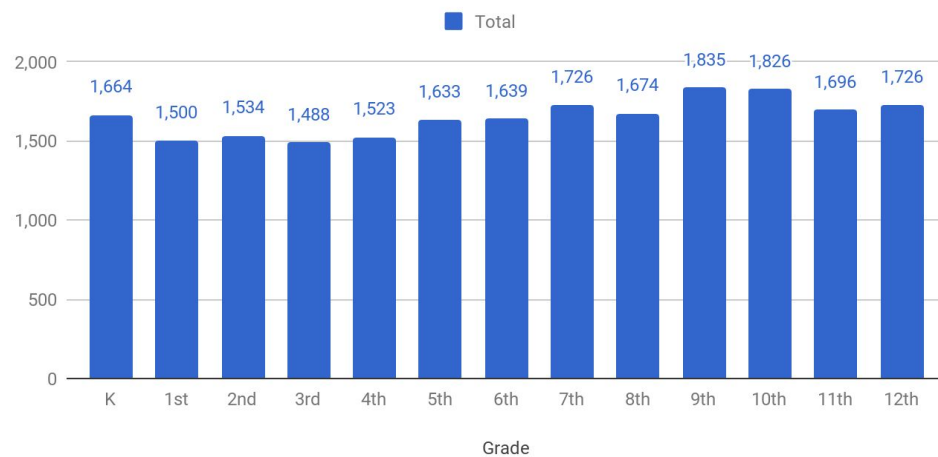
Source: <https://www.mischooldata.org>

	2013	2014	2015	2016	2017	2018
<b>TBAISD % graduates in college within six months</b>	65.4%	62.7%	63.4%	60.3%	62.4%	63.4%
<b>State % graduates in college within six months</b>	65.8%	65.7%	65.6%	61.5%	60.8%	60.3%

## TBAISD Student Count by Grade - Public Schools

Source: <https://www.mischooldata.org>

2018-19 TBAISD Population by Grade



## Dual Enrolled/Early College/Direct Credit

	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018		Fall 2019	
Student Type	#Enrl	Contact Hours	#Enrl	Contact Hours	#Enrl	Contact Hours	#Enrl	Contact Hours	#Enrl	Contact Hours	#Enrl	Contact Hours
Direct Credit	43	225	22	87	0	0	11	44	27	108	17	78
Early College	94	820	128	1,037	172	1,378	179	1,822	148	1,514	129	1,177
High School DE	308	1,672	307	1,774	331	1,780	320	1,813	308	1,813	301	1,602
Totals	445	2,717	457	2,898	503	3,158	510	3,679	483	3,435	447	2,857

## Age Distribution of Fall Semester Students

	Fall 2015		Fall 2016		Fall 2017		Fall 2018		Fall 2019	
Age Range	#Enrl	% of Total	#Enrl	% of Total	#Enrl	% of Total	#Enrl	% of Total	#Enrl	% of Total
<=17	486	11.40%	521	12.50%	507	12.8%	482	12.9%	491	13.7%
18-20	1,562	36.60%	1,573	37.70%	1,577	39.9%	1,528	41%	1,482	41.4%
21-25	985	23.10%	971	23.30%	848	21.5%	790	21.2%	776	21.7%
26-30	463	10.80%	449	10.80%	424	10.7%	382	10.3%	325	9.1%
31-35	278	6.50%	261	6.30%	243	6.1%	211	5.7%	195	5.4%
36-40	182	4.30%	163	3.90%	150	3.8%	135	3.6%	126	3.5%
41-45	125	2.90%	93	2.20%	75	1.9%	78	2.1%	85	2.4%
46-50	89	2.10%	57	1.40%	60	1.5%	57	1.5%	48	1.3%
>=51	98	2.30%	79	1.90%	69	1.7%	63	1.7%	53	1.5%
Totals	4,268		4,167		3,952		3,726		3,581	
Average Age	24.4		23.7		23.5		23.3		23.1	
Median Age	21		20		20		20		20	

## Population Projections

Source: BenchmarksNW <http://www.benchmarksnorthwest.org/> - Grand Traverse County

<b>Grand Traverse County</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>	<b>2035</b>	<b>2040</b>
Age 0 to 4 years	5,865	6,358	6,606	6,663	6,749	6,981
Age 5 to 15 years	12,868	13,759	14,577	15,151	15,415	15,587
Age 16 to 17 years	2,306	2,461	2,646	2,703	2,838	2,898
Age 18 to 24 years	7,227	7,420	7,806	8,272	8,621	9,080
Age 25 to 34 years	12,655	13,576	13,371	13,231	13,674	14,247
Age 35 to 44 years	11,301	12,965	14,433	14,989	14,595	14,445
Age 45 to 54 years	12,535	11,655	12,105	13,535	14,874	15,423
Age 55 to 64 years	13,692	13,723	12,585	11,633	12,032	13,442
Age 65 to 74 years	8,844	11,471	13,093	13,175	12,162	11,326
Age 75 to 84 years	4,451	5,270	7,056	9,163	10,510	10,665
Age 85 and older	2,300	2,507	2,826	3,411	4,611	6,033
<b>Total</b>	<b>94,044</b>	<b>101,165</b>	<b>107,104</b>	<b>111,926</b>	<b>116,081</b>	<b>120,127</b>

Source: BenchmarksNW <http://www.benchmarksnorthwest.org/> - Antrim, Benzie, Grand Traverse, Kalkaska, Leelanau, Wexford

<b>All Service Area Counties</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>	<b>2035</b>	<b>2040</b>
Age 0 to 4 years	12,663	13,893	14,485	14,482	14,523	14,905
Age 5 to 15 years	28,264	29,690	31,415	33,163	33,797	33,802
Age 16 to 17 years	5,151	5,303	5,670	5,762	6,192	6,348
Age 18 to 24 years	14,916	14,313	14,795	15,628	16,380	17,708
Age 25 to 34 years	26,815	29,498	28,530	27,597	28,232	29,132
Age 35 to 44 years	22,889	25,934	30,416	32,718	31,526	30,486
Age 45 to 54 years	27,502	24,190	24,077	26,867	31,152	33,364
Age 55 to 64 years	30,917	30,570	27,157	23,903	23,771	26,487
Age 65 to 74 years	22,891	26,778	29,169	29,016	26,013	23,189
Age 75 to 84 years	12,220	14,401	17,589	20,835	22,933	23,009
Age 85 and older	5,669	6,362	7,407	8,884	11,183	13,639
<b>Total</b>	<b>211,912</b>	<b>222,952</b>	<b>232,735</b>	<b>240,885</b>	<b>247,737</b>	<b>254,109</b>

## Educational Attainment

Source: U.S. Census data from DemographicsNow via the Michigan Electronic Library - <http://mel.org/databases>

<b>Grand Traverse County</b>	<b>2016 Estimates</b>	<b>2021 Projections</b>	<b>% of Whole</b>	<b>2016 to 2021</b>
Grade K - 8	626	671	1.00%	7.20%
Grade 9 - 11	3,332	3,533	5.00%	6.00%
High School Graduate	17,911	19,249	27.50%	7.50%
Some College, No Degree	16,538	17,735	25.30%	7.20%
Associates Degree	6,663	7,168	10.20%	7.60%
Bachelor's Degree	12,162	12,962	18.50%	6.60%
Graduate Degree	7,962	8,456	12.10%	6.20%
No Schooling Completed	270	297	0.40%	10.00%
Age 25+ Population	65,464	70,071		7.00%
<b>All Service Area Counties</b>	<b>2016 Estimates</b>	<b>2021 Projections</b>	<b>% of Whole</b>	<b>2016 to 2021</b>
Grade K - 8	2,011	2,099	1.30%	4.40%
Grade 9 - 11	9,551	10,029	6.40%	5.00%
High School Graduate	45,738	48,396	31.00%	5.80%
Some College, No Degree	35,756	37,861	24.20%	5.90%
Associates Degree	13,366	14,266	9.10%	6.70%
Bachelor's Degree	24,520	25,927	16.60%	5.70%
Graduate Degree	15,751	16,626	10.60%	5.60%
No Schooling Completed	900	967	0.60%	7.40%
Age 25+ Population	147,593	156,171		5.80%

## Per Capita Income

Source: U.S. Census data from DemographicsNow via the Michigan Electronic Library - <http://mel.org/databases>

<b>Grand Traverse County</b>	<b>2016 Estimates</b>		<b>2021 Projections</b>		<b>2016 to 2021</b>
<b>\$0 - \$15,000</b>	3,136	8.40%	2,547	6.30%	-18.80%
<b>\$15,000 - \$24,999</b>	3,692	9.90%	3,250	8.10%	-12.00%
<b>\$25,000 - \$34,999</b>	4,356	11.60%	3,854	9.60%	-11.50%
<b>\$35,000 - \$49,999</b>	5,017	13.40%	4,582	11.40%	-8.70%
<b>\$50,000 - \$74,999</b>	9,013	24.10%	8,175	20.30%	-9.30%
<b>\$75,000 - \$99,999</b>	5,204	13.90%	7,104	17.70%	36.50%
<b>\$100,000 - \$149,999</b>	4,697	12.50%	7,178	17.80%	52.80%
<b>\$150,000 +</b>	2,333	6.20%	3,556	8.80%	52.40%
<b>Average Hhld Income</b>	\$73,095		\$87,171		19.30%
<b>Median Hhld Income</b>	\$57,491		\$68,765		19.60%
<b>Per Capita Income</b>	\$30,124		\$36,370		20.70%
<b>All Service Area Counties</b>	<b>2016 Estimates</b>		<b>2021 Projections</b>		<b>2016 to 2021</b>
<b>\$0 - \$15,000</b>	8,831	10.50%	7,304	8.20%	-17.30%
<b>\$15,000 - \$24,999</b>	9,367	11.10%	8,297	9.30%	-11.40%
<b>\$25,000 - \$34,999</b>	10,039	11.90%	8,991	10.10%	-10.40%
<b>\$35,000 - \$49,999</b>	12,729	15.10%	11,677	13.10%	-8.30%
<b>\$50,000 - \$74,999</b>	19,316	23.00%	19,282	21.60%	-0.20%
<b>\$75,000 - \$99,999</b>	10,542	12.50%	13,973	15.60%	32.50%
<b>\$100,000 - \$149,999</b>	8,705	10.30%	13,105	14.70%	50.50%
<b>\$150,000 +</b>	4,587	5.50%	6,763	7.60%	47.40%
<b>Average Hhld Income</b>	\$67,088		\$79,298		18.20%
<b>Median Hhld Income</b>	\$51,365		\$61,382		19.50%
<b>Per Capita Income</b>	\$27,756		\$33,206		19.60%



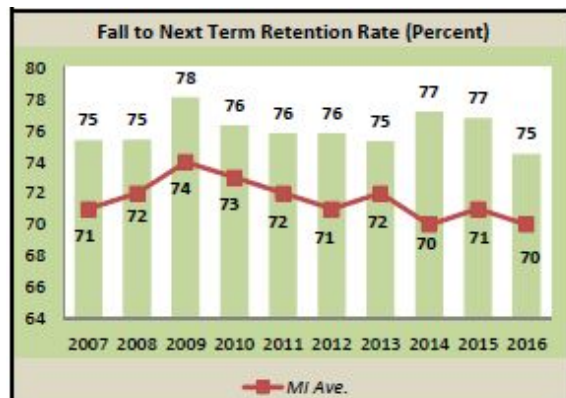
## Disbursed Financial Aid Award Data

Source: NMC Digital Dashboard

	Total Amount of Aid to NMC	Fall Headcount	Annual Unduplicated Headcount	Unduplicated Headcount Receiving Aid	Average Award	% of Total Students w/FA
2018-19	17,298,934	3,581	4,647	2,216	7,806	48%
2017-18	17,976,306	3,726	4,872	2,396	7,503	49%
2016-17	18,265,258	3,952	5,113	2,513	7,268	49%
2015-16	19,520,694	4,268	5,345	2,715	7,190	51%
2014-15	21,902,110	4,542	5,702	3,050	7,181	53%
2013-14	22,277,820	4,727	5,978	3,264	6,825	55%

## Retention / Completion / Developmental Placement

Source: NMC Office of Research, Planning & Effectiveness



Note: Percent of students that were enrolled in the first, fall term (less dual enrollees and graduates) and are still enrolled in the next full academic term.



Note: Rate of all students (full- and part-time, entering college for the first time during the Fall term), that completed a degree or certificate; or transferred within six years.



Note: Developmental placement rate of those who are new to NMC in the cohort year and who were either full or part time in their first semester. ( MTH 06/08; MTH08; MTH10/23; MTH23; ENG97; and ENG99)

## 2016 Michigan Community College and NMC Success Rates

Source: NMC Office of Research, Planning and Effectiveness

2016	NMC Success Rate	Statewide Success Rate	% Difference	NMC Comprehensive Success Rate	Statewide Comprehensive Success Rate	% Difference
<b>2-Year Rate, Cohort 2014-15</b>	21.40%	22.60%	-1.20%	24.40%	24.30%	0.10%
<b>3-Year Rate, Cohort 2013-14</b>	37.60%	32.00%	5.60%	40.90%	34.10%	6.80%
<b>4-Year Rate, Cohort 2012-13</b>	41.00%	36.90%	4.10%	44.20%	39.00%	5.20%
<b>5-Year Rate, Cohort 2011-12</b>	44.20%	39.90%	4.30%	46.50%	41.60%	4.90%
<b>6-Year Rate, Cohort 2010-11</b>	43.40%	41.10%	2.30%	45.90%	42.90%	3.00%

The Success Rate includes students who have either earned an associate degree or who have transitioned to a 4-year university.

The Comprehensive Success Rate includes students who have earned a certificate, associate or bachelor's degree, or who have transitioned to a 4-year university.

## Percentage of Sections Offered Online

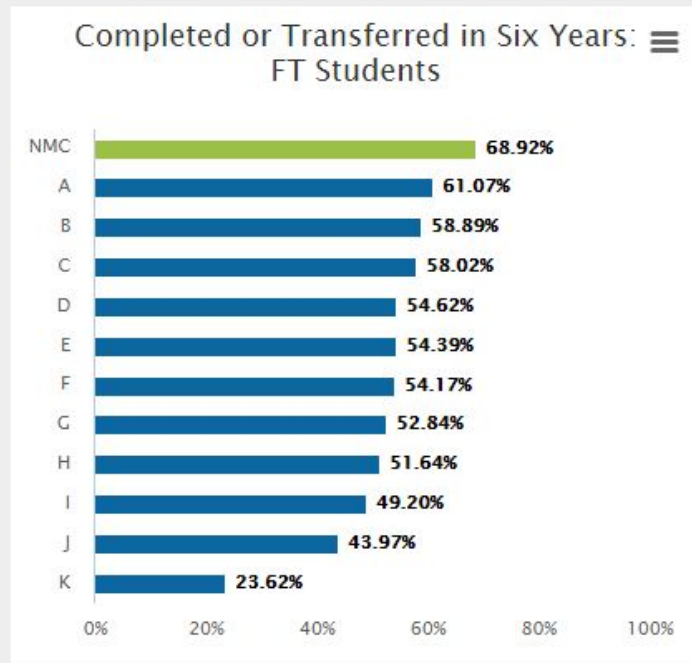
Source: National Community College Benchmark Project

Year	2016	2015	2014	2013
<b>% of sections offered online</b>	9.9%	10.2%	11.5%	11.5%
<b>National rank among community colleges</b>	22%	30%	39%	41%

## Full Time and Part Time Six Year Success Rates - 2016

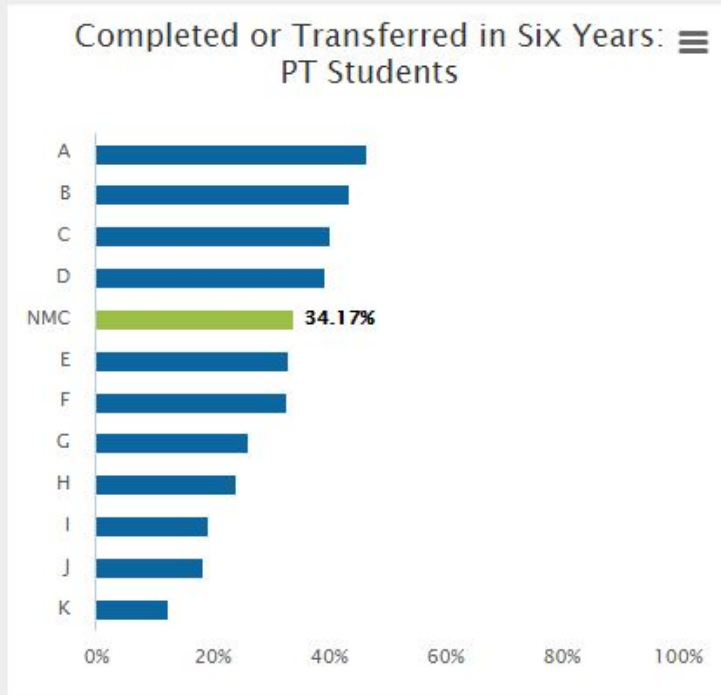
Source: National Community College Benchmark Project

### COMPLETED OR TRANSFERRED IN SIX YEARS: FT STUDENTS



INSTITUTION	VALUE	NATIONAL % RANK
Northwestern Michigan College (MI)	68.92%	93%
A	61.07%	87%
B	58.89%	84%
C	58.02%	83%
D	54.62%	75%
E	54.39%	74%
F	54.17%	73%
G	52.84%	69%
H	51.64%	63%
I	49.20%	53%
J	43.97%	34%
K	23.62%	9%

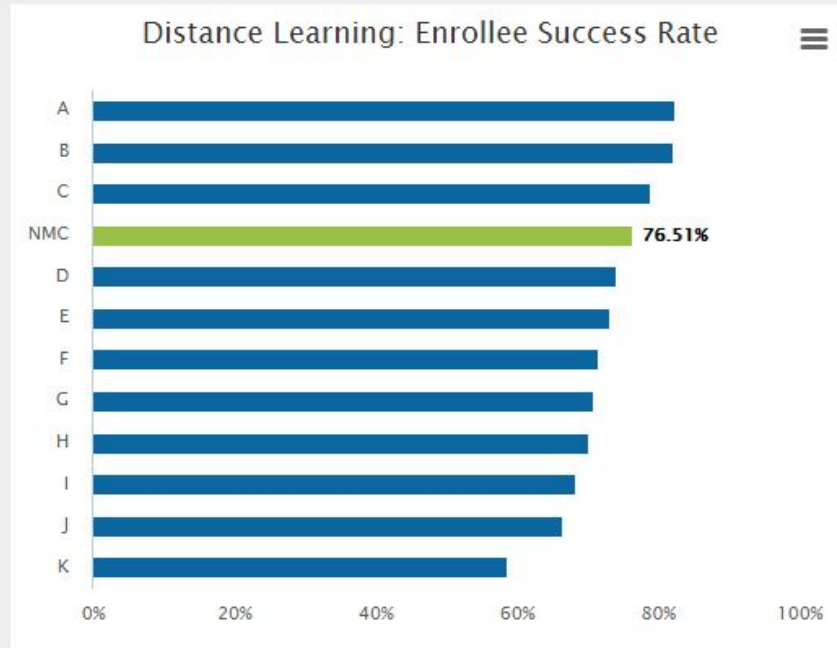
## COMPLETED OR TRANSFERRED IN SIX YEARS: PT STUDENTS



INSTITUTION	VALUE	NATIONAL % RANK
A	46.70%	89%
B	43.65%	86%
C	40.40%	81%
D	39.59%	79%
Northwestern Michigan College (MI)	34.17%	66%
E	33.33%	63%
F	32.88%	60%
G	26.47%	40%
H	24.22%	31%
I	19.55%	20%
J	18.63%	17%
K	12.46%	9%

Source: National Community College Benchmark Project

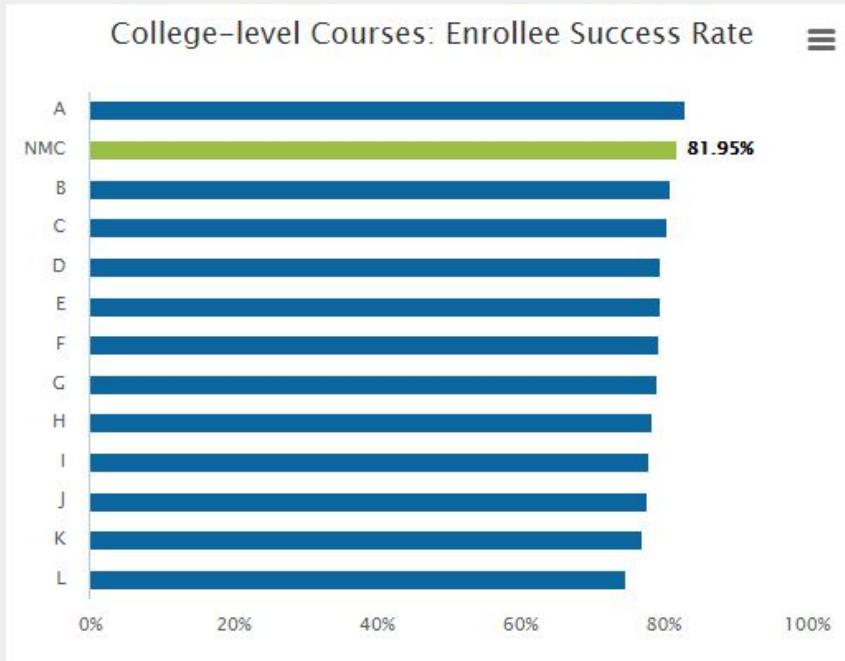
## DISTANCE LEARNING: ENROLLEE SUCCESS RATE



INSTITUTION	VALUE	NATIONAL % RANK
A	82.44%	97%
B	82.31%	97%
C	79.01%	94%
Northwestern Michigan College (MI)	76.51%	92%
D	74.12%	84%
E	73.27%	79%
F	71.62%	70%
G	71.00%	65%
H	70.17%	60%
I	68.35%	48%
J	66.61%	40%
K	58.84%	2%

Source: National Community College Benchmark Project

## COLLEGE-LEVEL COURSES: ENROLLEE SUCCESS RATE



INSTITUTION	VALUE	NATIONAL % RANK
A	83.20%	87%
Northwestern Michigan College (MI)	81.95%	82%
B	81.02%	79%
C	80.62%	76%
D	79.76%	71%
E	79.63%	69%
F	79.58%	68%
G	79.33%	67%
H	78.65%	62%
I	78.11%	58%
J	77.77%	53%
K	77.16%	49%
L	74.80%	29%